TO: ELI
FM: TOM

COMMENTS FOR ELI

THANK YOU'S

MR. PRESIDENT, MY COMMENTS WILL BE BRIEF, WE HAVE A LOT OF WORK AHEAD OF US. AND WHEN WE LEAVE THIS ROOM WE WILL BE ROLLING UP OUR SLEEVES AND GETTING IT DONE.

I DO WANT TO TELL YOU ABOUT THE PEOPLE IN THIS ROOM AND WHY THEY ARE HERE.

ONE REASON THEY ARE NOT HERE IS BECAUSE OF POLITICAL PARTY. THERE ARE MANY REPUBLICANS AND INDEPENDENTS HERE.

THEY ARE HERE BECAUSE THEY BELIEVE, AS I DO, AND YOU DO, THAT THERE IS NO MORE IMPORTANT TASK THAN GIVING AMERICANS THE CHANCE TO DREAM OF A BETTER LIFE.

AND THERE IS NO BETTER PATH TO THAT BETTER LIFE THAN A JOB.

WE USE THE PHRASE "BUSINESS LEADERS" A LOT, IT IS ALMOST A CLICHE.

BUT I THINK THE COUNTRY SHOULD SALUTE THESE MEN AND WOMEN AS AMERICAN BUSINESS LEADERS IN THE TRUEST SENSE.

WHEN THESE LEADERS LEAVE HERE TODAY, THEY WILL BE GOING OUT INTO AMERICA TO CREATE JOBS FOR THOSE COMING OFF OF WELFARE.

AND THESE LEADERS WILL BE GOING BACK TO THEIR COMMUNITIES TO ENCOURAGE OTHER BUSINESS PEOPLE TO JOIN THE EFFORT, THE EFFORT TO RESTORE THE AMERICAN DREAM TO HUNDREDS OF THOUSANDS OF AMERICANS.

FINALLY, MR. PRESIDENT, I WANT TO DO SOMETHING THAT IS NOT VERY SMART IN WASHINGTON, BUT IT IS SOMETHING WE DO IN BUSINESS. OBJECTIVE GOALS.

IN SIX MONTHS WE WILL BE BACK HERE WITH THE NAMES OF 1,000 BUSINESSES THAT ARE PARTICIPATING

THAT IS A GREAT GIFT THESE BUSINESS PEOPLE ARE GIVING THE COUNTRY IN THIS PATRIOTIC EFFORT, AND I WANT TO THANK THEM.

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release May 20, 1997

REMARKS BY THE PRESIDENT
AT WELFARE-TO-WORK PARTNERSHIP EVENT

East Room

2:50 P.M. EDT

THE PRESIDENT: Thank you, George Stinson, for your wonderful introduction, your remarks, and most importantly, for your very, very powerful example. I thank the governors, Tom Carper and Tommy Thompson, my former colleagues and friends, for being here and for the power of their example. I thank the members of Congress, and most of all, I thank all the business leaders who are here -- Gerry Greenwald and the leaders of the other companies that were with us when we just had five, and all of you who are part of our first 105 -- thank you all.

And I want to say a special word of thanks to my friend, Eli Segal. He'd be a lot richer man if he'd never met me. (Laughter.) I have -- but I have made him America's reigning expert in public start-ups. (Laughter.) He is truly the father of AmeriCorps, the national service program that I love. And I can say, as I've been around the country now for nearly four and a half years, more people have come up to me and said of AmeriCorps, that changed my life for the better than anything I have done as President, except now this will be more numerous.

Because now -- you know, Eli and I were just sitting around talking one day, and he said, now, what can I do for you now? And I said, well, we passed this welfare reform law and I said, I really believe in it, but, I mean, you know, there's no way in the world we're going to get there. We've got the deficit, we've got to balance the budget, and we can't possibly meet the hiring targets of the welfare reform law unless we can organize the private sector and maximize in every state all the options to give people incentives to hire people in the private sector to move people from welfare to work. Oh, we can get a little money to put into the very high unemployment areas for the community service jobs and Congress has agreed to do that, but we've got to have the private sector.

And he said, we can do that. Then he found Gerry and the other first four that were here who are here in the audience, and then there were 100, and soon there will be 1,000. And I thank you all very much.

I would like to talk about this today a little bit from my perspective as President, but first let me say that I respect the fact that those of you who come here, come here as Americans. You come here primarily as business people. Some of you are Republicans; some of you are Democrats; some of you probably wish you had never met a politician. (Laughter.) But you all recognize that this is not a partisan issue, that it is a moral obligation for our country. It is America's business and, therefore, it must be the work of American business.

How did we get this goal of moving a million people from welfare to work by the year 2000? How did you get here to make a difference, as you can, as you saw from the young women who have been introduced here, to help people to move from a lifetime of dependence

MORE

to one of independence, to move from burdening their children with a legacy of despair to leaving their children with an inheritance of hope? Well, it all goes back to the effort we have made now as a nation. Some of us, as you heard the governors talking, have been involved with this welfare reform issue a long time.

But when I became President, I was convinced that we had to change both the economic policy and the social policy of the country if we wanted America to work again for everyone; that we had to do something to get the deficit down and expand trade and, at the same time, invest more money in education and science and technology and research and the things that would grow the economy; but that we had to prove that America could work again in a fundamental human way. So we had to deal with crime. We had to deal with our great diversity and get people to come together across the lines the lines that divide us and a stronger community. We had to deal with the conflicts people feel with family and work -- that working people are having trouble raising their kids too and meeting their obligations at work.

And a big part of this mosaic was to change the culture of dependency that had arisen around our welfare system. There was lots of evidence that nobody really liked the welfare system very much, especially the people that were on it. There was also, frankly, a lot of evidence that, for about half the people that were on it, it worked reasonably well, just because, for those people, you'd have to practically throw them up against a wall to stop them from doing all right in life -- people that hit a rough patch in life and they'd be on public assistance and they'd go on. But, increasingly, to the point where we wound up with slightly more than half of people on welfare were long-term dependents who felt literally unable to come back into the mainstream of American life.

Well, we've seen a lot of progress in the last few years, and a lot of it's been helped by the fact that we've got the lowest unemployment rate in 24 years and for the first time ever, our economy produced about 12 million jobs in a four year administration period. In that time, the welfare rolls had their biggest reduction ever in that short a period of time. And so, I began to think, well, maybe we can make the welfare reform targets. And then I realized -- I asked the Council of Economic Advisors to study this, and I said how much of this welfare decline that's due to the economy doing better, and how much of it is due to the fact that most states now are really working hard on welfare reform with us. They've gotten waivers from the federal government to get out from under rules and regulations and move people to work.

And the study indicated that about 40 percent -- a little more -- of the people moved from welfare to work because the economy got better and just -- the labor markets got tighter. About over a third, more or less, got there because most states were aggressively working with us either statewide or in parts of their states on welfare reform, and about a quarter got there for some other reason. But one of the reasons was that child support collections were increased by 50 percent in the last four years.

So then we said, okay, let's change, let's go another step. Let's tell people that if they're able-bodied, they can only have five years of welfare over the course of a lifetime and no more than two years at one time and let's give the states responsibility and the power and the money to design state by state a welfare reform system that will work and, in effect, will have to be designed community by community. That was the import of the welfare reform law. And in that law, as the Congressmen here will tell you, they set up very strict targets. But essentially, about 40 percent of the population has to be fully into this law over the next four years. That's how we got to this burden you're undertaking, because I want all of you who signed on to understand what is at stake here.

Now, what that means, bottom line, is that we have to move about another 900,000 to 1 million people in the work force in the next four years to meet the requirements of the law, which will move about 2.5 million people off welfare, because the average welfare family is about 2.5, 2.6 million, something like that.

Now, if we produce another 12 million jobs, we'll get close anyway. But it would be the first time in history that we ever did it eight years in a row, since we've only done it once four years in a row, and we just came out of that. Maybe we can do it. And I'd be the last to say we couldn't. But even if we did that -- here's the point I want to make -- even if we did that, if we don't have people like this man and like all of you, the people who would come off would be those who might make it off under any circumstances. And what we are trying to do here, the import of the reform welfare law, was to change, challenge, and end the culture of poverty, which means you have to find people who don't think they can make it, who have no idea what a resume is, who never had to show up on time before.

There are people in this audience today have helped find people like that before, and I wish all of you who have actually hired people from welfare to work were up here speaking today. But what this is about is saying that we are going to go beyond what the normal economy would produce; we're going to make an extra effort. And the government will do its part, but it has to be led by the private sector.

Now, in April, the Vice President and I announced that we would hire at least 10,000 welfare recipients in the next four years without replacing anybody, just through job turnover, in an area where we will expand employment, which I think is a pretty good thing in a federal government that's 300,000 people smaller than it was four years ago when I took office. We'll do 10,000. And with the help of Secretary Slater and some of our other Cabinet Secretaries, we're going to work with our private contractors, the people that do direct business with us, to hire 10,000 more. And we believe we can do that.

When we reached the budget agreement -- historic budget agreement -- with the leaders of Congress to balance the budget, it not only will give us the first balanced budget in almost 30 years, it contains the elements that we agree jointly should be a part of our contribution to your welfare reform effort. So let me mention them.

First, it provides, as I said earlier, $3 billion to help cities and states to create jobs and subsidize jobs -- either community service jobs or subsidized private sector jobs. That money will be targeted to very high unemployment areas where you cannot reasonably expect any effort to deal with the time deadlines.

Second, it encourages employers to hire and retain welfare recipients by giving a 50-percent tax credit over two years for up to $10,000 in wages for every long-term welfare recipient hired that does not displace someone else.

Now, these two things will help. But in addition to that, we have other big problems. One of the biggest problems that we think we need to get more help on is transportation. You heard Governor Carper talking about child care. There's $4 billion more in the welfare reform bill for child care. But there was a study that came out of Georgia recently which said that of the entry-level jobs in the inner city in fast food establishments, for example, something like, I don't know, 80 percent of the jobs were held by people who were low-income adults. In the suburbs, just a little more than half of those jobs were held by people who were low-income adults. The transportation barrier kept them from maximizing their ability to move from dependence to independence.

So since two out of three new jobs are created in the suburbs and a significant percentage of people on welfare live in urban centers, it is very important that we do more on that. Today, we're awarding seed grants to 24 states to develop transportation schemes to help people go and get the jobs where the jobs are. And the legislation that we proposed in the new transportation bill would provide $600 million to help states and local communities put these plans into action. It also was approved in the budget agreement, so that's a very, very good thing.

And let me just say one other thing since we've got two very innovative governors here, and Governor Thompson, you've seen, they've had a huge drop in Wisconsin and a sizeable drop in Delaware. If you look around the country, there's still a lot of unevenness in how much the welfare rolls have dropped. Part of it is due to underlying economic conditions. But part of it is due to how comprehensive the efforts are.

One of the things that I think is important is that the states really do get together and steal the best ideas from each other. You should know that among other things, the states now have the power under this new law to take what was the welfare check and give all or part of it to an employer for a period of time as an employment or training subsidy. And a lot of states are doing that as well. There are lots of options out there.

So I want to say to all of you who are part of this first hundred, you have to work with the governors and with the state legislators, too, and with the mayors and the community-based operators. We've got to have a system here that's community-based.

Finally, let me say that if you look at the numbers, a million people sounds like a huge amount over four years, but in an American economy that has well over 100 million people in the work force, that produced 12 million new jobs in the last four years, with these extra incentives around the edges, with committed private sector employers -- small, medium, and large businesses -- this is not a problem. This is a start-up enterprise that can be stunningly successful. But as far as I know, there is no exact precedent for it in our history. There has never been anything quite like this, and this is something we're trying to do together. I will do my best to do my part, but I thank all of you from the bottom of my heart, starting with Eli and Gerry and encompassing all of you, for doing your part.

You know, I've tried to learn about what a lot of you are doing. And Mr. Marriott here has this Pathways to Independence program that supports the transition from welfare to work. I've seen that. Then I meet a man with a small business and more than half his employees are people who were on welfare. We were in Kansas City not very long ago and I met a man who stores data for the federal government, way out in Kansas City -- that's what computers do for you these days. And he had 25 people in his business, in this data storage business, and five of them were people that he had hired from the welfare rolls. Every time he expands now he tries to hire somebody from welfare.

I know we can do this. I just want to say to you when you leave here today I want you to imagine what it is you would like your country to look like when we enter the 21st century. There will always be people who, for one reason or another, are out of work. There will always be people who, for one reason or another, have a rough spot in life. And as long as we're a nation of immigrants, there will always be people who start out below whatever the federally established poverty line is. But we do not have to have a

MORE

country with an intolerable crime rate, with an intolerable failure rate among young people in poverty and addiction and violence. And we do not have to have a country with a permanent culture of dependence. We do not have to have that. (Applause.)

We just had this Service Summit in Philadelphia where we said we're all going to get together, without regard to party, try to give every child in America five things: a healthy start in life, a safe place to grow up, a decent education, a mentor with a caring adult, and a chance to serve and give something back -- no matter how modest the child's resources are.

I'll tell you, we could do more to get that done by liberating their parents from the culture of dependence than anything else. You are making the America we ought to have for the 21st century. And I hope when you leave here today, you'll be even more dedicated to it because the future of our children is riding on it.

Thank you and God bless you. (Applause.)

END 3:07 P.M. EDT

The Welfare to Work
PARTNERSHIP

WTW

Fax

To:	Tom Freedman	**From:**	Eli J. Segal/amrb
Fax:	202.456.7431	**Pages:**	Three including cover sheet
Phone:	202.456.5587	**Date:**	30 Nov 1998
Re:	Attached *New York Times* article	**CC:**	

☐ **Urgent** ☐ **For Review** ☐ **Please Comment** ☐ **Please Reply** ☐ **Please Recycle**

Tom,

Appeared on Thanksgiving Day.

Regards,

Eli Segal /amrb

Eli

1250 Connecticut Ave., NW, Suite 610, Washington, DC 20036
Telephone (202) 955-3005 Fax (202) 955-1087 email info@welfaretowork.org web site www.welfaretowork.org
The Welfare to Work Partnership is a not for profit corporation, organized under the laws of the District of Columbia

Business Day

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THURSDAY, NOVBMBER 26, 1998

The New York Times

Welfare to Work Partnership: Promises That Might Be Kept

By MICHAEL M. WEINSTEIN

Economic Scene

A robust economy has provided a respite — at least until the next recession — from the fangs of the 1996 Welfare Reform Act, which threatens to withdraw aid from millions of poor families. But now a longer-term, if still partial, answer is slowly emerging.

Prodded by the Welfare to Work Partnership, a nonprofit organization run by Eli Segal, a former adviser to President Clinton, companies are connecting with community groups to recruit, train and hire welfare recipients for entry-level jobs.

"The motive," Mr. Segal said, "is the most reliable of all — profit. Companies are finding that properly trained welfare enrollees stay at their job longer than other recruits, cutting the firms' recruitment and training costs."

Beginning in early 1997, the partnership initially signed up about 3,200 companies to hire an estimated 135,000 welfare enrollees for entry-level jobs. About three-fourths of the hires are for full-time work with health benefits. The program has now expanded to about 7,500 companies.

The partnership's key strategy is to link companies to nonprofit community groups, like Goodwill Industries and churches, that specialize in recruiting, training and counseling welfare recipients. The idea is to provide enrollees the English, math and so-called soft skills — manners and attitude — that qualify welfare recipients for an employer's own training program. The groups also provide counseling and mentor aid once the welfare recipient starts the new job.

The initial jobs were in all the expected unskilled fields: fast-food restaurants, clerical positions, retail sales. The obviou[s] question was whether the partnership's strategy could be expanded to handle any number close to the two million or so women on welfare who will soon need jobs.

The new wrinkle is that the partnership has pierced good-paying white-collar jobs in industries that are expanding. Next week the partnership plans to announce in New York City new commitments by banks and other financial institutions. Therein lie the seeds of replication.

Take Chase Manhattan. The bank has se

Continued on Page 5

Economic Scene

Partnership's Promises That Might Be Kept

Continued From First Business Page

up three tracks for hiring welfare enrollees into jobs that pay as much as $24,000 a year. The first uses the Wildcat Service Corporation, a non-profit group specializing in training low-skilled workers, to train enrollees to become bank tellers at Chase's branches, using Chase terminals and computer programs. Chase then puts these new employees through its own two-week training course. The distinct feature of the program is that Wildcat trains enrollees to perform tasks specific to work at Chase.

Carol Parry, who oversees the program for Chase, said that her "managers are thrilled with their new recruits, and the welfare recipients say they are very happy to be working at Chase." Typically, she says, about half of Chase's new tellers leave within a year, forcing Chase to spend between $3,000 and $5,000 to recruit and train a replacement. But so far, only about 10 percent of the tellers it has hired through Wildcat have left.

Chase has turned to two other nonprofit groups to train welfare enrollees to serve as customer service representatives who answer telephone inquiries about Chase bank products and as back-office workers who reconcile transactions on Chase's automated teller machines.

Salomon Smith Barney, the brokerage unit of Citigroup, has also turned to Wildcat to train welfare enrollees specifically for its entry-level jobs. So far, more than 90 percent of the enrollees that Salomon has hired through the program remain employed two years later. And Republic National Bank, which promises a job to each graduate of its program, trains 120 welfare recipients a year.

By expanding beyond fast food and retail sales, Mr. Segal notes, the partnership strategy opens the possibility that employers will absorb most if not all the welfare recipients who will enter the labor force in the next several years.

Some independent evidence suggests that Mr. Segal's optimism may be justified. Prof. Harry Holzer of Michigan State University surveyed employers in three Michigan metropolitan areas, finding that almost 9 percent of their jobs in the next year would be open to welfare recipients, even those without high-school diplomas or work experience. That percent reflects a number many times larger than the welfare population that will need work.

Of course, not all the evidence is encouraging. The Holzer study emphasized that the employers' willingness to hire was tied to temporarily tight labor markets and that the offices of many employers are situated well beyond the easy access of most welfare enrollees. And there remains the serious issue of matching recipients to willing employers — the very task that the partnership was set up to accomplish.

Another study found other obstacles to success as well. Prof. Sandra Danziger and colleagues at the University of Michigan surveyed women on welfare in an urban Michigan county in early 1997, then followed up with interviews about nine months later. They found that of the women who were not already working, perhaps half were potentially hirable, especially if they were to receive the type of services offered by Mr. Segal's program.

But many enrollees faced serious, multiple barriers to employment. Some of those barriers were physical; about a third of the women suffered from mental problems like depression; a third had not finished high school. And half the women lacked access to transportation.

The welfare recipients beset by more than one handicap — about half the group — did not easily find work. And the study found that only about 5 percent of the women who faced several of the barriers were employed.

It's easy to list reasons why optimistic signs that welfare-to-work programs are succeeding are just that, optimistic. The Danziger study identified and measured some of the core obstacles. And 60 years of welfare experience proves the point.

But it is equally valid to bask in the good news. The Holzer study says that employers are prepared to hire welfare recipients. The partnership results — though skimpy because they come from a program still in its infancy — say that promises can be translated into permanent jobs, a mellow note on which to start the holidays.

WASHINGTON, D.C.

"*Putsch* on the Potomac," *Business Week,* August 25, p. 48.

- Bailout plan might not be successful: deficit will continue, population and tax revenues will fall, city cannot tax suburban commuters or real estate owned by the federal government, nonprofits, or foreign government.

"From the Ramparts," *The New Republic,* September 1, p. 14.

- An argument that Mayor Barry's political success is due to his ability to control "a violence that he can direct against those who stand in his way," (p. 15).

WELFARE

"A Promise Kept," *The New Republic,* September 1, p. 6.

- Wholly complimentary review of welfare reform, arguing that "[Clinton] is the president who will have ended welfare as we know it. If this holds, Clinton will deserve credit for a great historic and moral achievement," (p. 41).

- The only caveat deals with the Labor Department ruling that welfare-to-work recipients are covered by state and federal labor laws, which could make welfare-to-work programs difficult to enact.

"A Real Piece of Work," *Newsweek,* August 25, p. 32. ***article attached.**

- Key to welfare reform is business willingness to hire welfare recipients. Coopers & Lybrand survey of the fastest-growing small companies shows 60% of employers would be willing to hire welfare recipients (26% already have).

- Crucial ingredients in welfare-to-work: basic job readiness skills, state policies that ensure access to child care and transportation.

Tom - Could you send this to me? Thanks. Elena

"Feeding the Flock," *Time,* August 25, pp. 46-48.

- "Charitable choice" provision in the welfare law has built on a growing trend of church-operated social service programs.

- In Mississippi, "Faith and Families" pairs welfare families with churches. In Michigan, two umbrella religious groups work with more than 100 churches on a similar program. A similar program exists in Maryland.

- Critics warn that the provisions jeopardize church-state separation and that government funding might gradually erode the distinctive religious content of

THE WELFARE TO WORK PARTNERSHIP

The Welfare to Work Partnership
1250 Connecticut Ave. NW, Suite 610
Washington, DC 20036-2603

All About *The Partnership*

Welfare to Work is a Smart Solution for Business.

At a time when many businesses are facing a critical shortage of workers, a new, non-traditional source of employees is being discovered in communities across the country. With the advent of welfare reform, nearly four million people will be exiting the fare system and looking for gainful employment to improve their lives. With America in the midst of a sustained recovery and the best economic conditions in 30 years, what better time to bring together the mutual interests of business and people needing to find employment? Welfare to Work is a smart solution for business.

A New, National Initiative to Move People from Welfare to Work

The Welfare to Work Partnership (*The Partnership*) was launched on May 20,1997 at the White House by President Clinton, Governors Tommy Thompson (R-WI) and Tom Carper (D-DE) and over 100 participating businesses. This newly formed, national, nonpartisan, not-for-profit organization was created to encourage and assist businesses hiring individuals from public assistance without displacing current workers. Founded by United Airlines, UPS, Burger King, Monsanto and Sprint, *The Partnership* is focused on supporting small, medium and large businesses hiring former welfare recipients.

Expanding the American Workforce for Greater Productivity

Finding workers to sustain the growth of American businesses is becoming one of the most crucial concerns of business owners and managers all across the United States. The large pool of workers within the welfare system can be recruited and trained to fill many entry-level jobs as well as other positions that are currently going unfilled. Businesses that hire former welfare recipients have experienced higher retention, lower turnover and have reaped the benefits of hiring workers that are trainable and ready to work. New tax incentives offer additional encouragement to hire people from public assistance.

Welfare Recipients – A New Source of Workers for U. S. Businesses

Many welfare recipients are work-ready or nearly work-ready. According to the Urban Institute, over two-thirds of women on welfare recent work experience before applying for public assistance. In fact, on average, the Urban Institute found that welfare mothers--typically the family bread winner for the nearly 4 million families receiving assistance--have over *four years* of work experience. The average age of adult recipients is 31 years and families receiving cash assistance have an average of two children. Welfare recipients are from racially and ethnically diverse backgrounds: 36 percent are white; 37 percent are African-American; and 21 percent are Hispanic. Employers are already tapping into the welfare roles for workforce development. Since the welfare law was passed in August of 1996, welfare roles have declined by 1.2 million individuals. With job readiness training, placement opportunities, and follow-up retention services, individuals currently receiving welfare assistance can become productive and valuable employees further expanding the American economy.

Building a National Welfare to Work Network

The Partnership is building a network of Business Partners with experience hiring former welfare recipients and/or pledging to hire at least one person from welfare. Through our network, businesses can convey successes as well as the challenges of having employed individuals from public assistance so that others may learn from them. Business leaders can serve as mentors to those without experience at hiring people from welfare. Regardless of size and type, businesses participating in *The Partnership* will be encouraged and provided with assistance and tools to aid them in hiring welfare recipients. There are no dues or fees to participate and be recognized.

The Partnership recognizes that most businesses will need help hiring people from public assistance. In order to support its expanding network of businesses, *The Partnership* is building a database of organizations, often referred to as service providers, to offer such assistance. Qualified and capable service providers can make the task easier for businesses seeking to hire former welfare recipients.

A national network of businesses and service providers can learn from each other, exchange ideas, and communicate the promise and the challenge of welfare to work efforts for greater success.

Providing Technical Assistance and Support

The Partnership supports its network of Business Partners with technical information including a "*Blueprint for Business*" manual that serves as a guide for finding, recruiting, training, hiring and retaining former welfare recipients. *The Partnership* will also publish a directory of Business Partners and a database of service providers to facilitate business-to-business connections. Additional publications will include a newsletter, fax updates, and other materials as they are developed. Much of this information will be made available through *The Partnership's* World Wide Web site, www.welfaretowork.org.

Business to business education, communication and interaction will help owners and managers avoid the risks of hiring welfare recipients and promote successful employment practices. Special seminars and community events will be announced to provide additional training, support and guidance. Exceptional businesses, service providers, and communities will be recognized for their efforts at award ceremonies recognizing their leadership, success and creativity within the welfare to work initiative.

Provide Leadership and Encourage Corporate Social Responsibility

Participation in the welfare to work initiative signals a corporate willingness to strengthen American families and communities. Constructively engaged, productive employees provide healthy family environments and contribute to safer and more successful communities in which to grow and expand businesses. *The Partnership* will air public service announcements from time to time to further motivate and engage businesses in the welfare to work initiative. Owners and managers will be encouraged to become Business Partners and learn more about how to successfully hire welfare recipients.

Becoming a Business Partner in The Welfare to Work Partnership demonstrates your support for this effort. Private sector employers can learn from each other and help meet the challenge of expanding America's workforce and further grow their business capacity at the same time.

National Scope with a Community Focus

The Partnership is national in scope with a mission to promote and engage businesses across the country in the welfare to work initiative. At the same time, *The Partnership* recognizes that jobs are created and filled locally. And so, *The Partnership* serves as a catalyst to communities seeking to participate in the national welfare to work effort.

Metropolitan areas, cities of all sizes as well as smaller communities and rural areas will be challenged to confront the demand for more workers and the need to find jobs for people on welfare. Key stakeholders will be encouraged to join together in local efforts to expand welfare to work opportunities. Together, they support local businesses hiring local people.

Welfare to Work is Good for You and Your Business! It is a Smart Solution!

The Welfare to Work Partnership is located in Washington, DC. Its President, Eli J. Segal, manages its staff and guides its operations within the mission and objectives established by the Board of Directors made up entirely of private sector CEO's and business owners.

For more information, please contact Lisa Dawe, Business Outreach, at *The Partnership* office.

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THE WELFARE TO WORK PARTNERSHIP

Eli J. Segal
President and CEO

Eli J. Segal served as Assistant to the President of the United States from January 1993 - February 1996. In this capacity, he was responsible for the design and enactment of the legislation which created AmeriCorps, President Clinton's national service initiative. In October 1993, Mr. Segal was confirmed by the United States Senate to the additional position as the first Chief Executive Officer of the Corporation for National Service. Mr. Segal resigned as Chief Executive Officer in October, 1995.

Mr. Segal now serves on the Board of Directors of Home Shopping Network, Citizens Financial Group, the Corporation for National Service and the National Alliance to End Homelessness, and the Board of Overseers of the Heller School of Brandeis University. He is Chairman of the Board of SchoolSports, a new Boston-based magazine celebrating the world of high school sports.

In 1992, Mr. Segal was the Chief of Staff of the Clinton-Gore campaign and the Chief Financial Officer during the Presidential transition period. In 1996, he served as Chairman of Business Leaders for Clinton-Gore.

Prior to the 1992 campaign, Mr. Segal served as President of several consumer product companies, including American Publishing Corporation, Vogart Crafts Corporation and Bits & Pieces, Inc. Most recently, he was the publisher of GAMES Magazine.

Mr. Segal has served on several non-profit boards, taught courses in government and law both here and abroad and been active in many political campaigns.

A native of Brooklyn, New York, Mr. Segal received his Bachelor's degree from Brandeis University in 1964 and a Juris Doctorate from the University of Michigan Law School in 1967. He is married to Phyllis N. Segal and has two children, Jonathan and Mora.

POLITICS & POLICY

Campaign Buffs Image of Welfare Recipient as Worker

By ROCHELLE SHARPE
Staff Reporter of THE WALL STREET JOURNAL

Welfare recipients start getting a political makeover today.

Often vilified as lazy and incompetent, they may soon be perceived as the undiscovered gems of the labor market, if former Clinton adviser Eli Segal has his way. His nonprofit Welfare to Work Partnership will hold its first community event in St. Louis today, giving a boost to the welfare-to-work push of President Clinton, who also will be on hand. "Welfare recipients are going to become companies' most dedicated employees," Mr. Segal declares.

Eli Segal

Mr. Segal insists his effort isn't just political hyperbole. He says many businesses already are finding a higher retention rate among workers hired from welfare rolls. But he won't have an easy sell. In a poll of senior executives conducted last month by Wirthlin Worldwide, more than one-third of those highly interested in participating in the Welfare to Work Partnership conceded they were worried about welfare recipients' motivation and willingness to work. Of those who had little interest in the program, 57% believed recipients would be of poor quality or have poor skills.

In practice, moving welfare recipients into quality jobs has proved more difficult than expected at some companies. In his State of the Union speech in February, President Clinton ballyhooed a major effort by Sprint Corp. in Kansas City, Mo., but as of last month the company employed only six workers hired under its program. Marriott International Inc., a leader in welfare-to-work efforts, recently curtailed a separate program targeted at more-disadvantaged welfare recipients after achieving a lower success rate with the harder cases.

But Mr. Segal and President Clinton plan to emphasize success stories. And some companies that have hired former welfare recipients are enthusiastic about results so far. Though the numbers of people hired are small, some businesses report these workers' retention rates are almost double those of other employees.

Smith Barney's Experience

"This is not charity. It's very good for business," says Michael Schlein, a senior vice president at Smith Barney Inc. In New York, where the securities company has hired 27 former welfare recipients since February 1996 and only two have left. That's less than half the normal turnover rate.

More important than low turnover, he says, is the gung-ho attitude of the new work force. "It's very hard for a firm to find enthusiastic and well-trained employees. Their job means more to them than most peoples' jobs means to them." They hold white-collar jobs, doing tasks like research, and most earn between $21,000 and $28,000 annually.

Like many businesses with welfare success stories, Smith Barney, a unit of Travelers Group, works with an intermediary company that gives recipients extensive training. Wildcat Service Corp. in New York teaches recipients job-readiness skills for 16 weeks and then the company hires them for a 16-week internship. "By the time that's over, they've got great skills," Mr. Schlein says.

Different Views

Borg-Warner Security Corp., a Chicago-based company, figures that the former welfare recipients it has hired as security guards stay longer because they view their jobs as permanent, unlike many workers who see security-guard work as a temporary position. "For people coming off public assistance, this is a real opportunity," says Jack Donohue, president of the company's Northeast Business unit. "They put more into developing their skills, and they end up staying."

Since early 1995, 952 former welfare recipients have become security guards in New York City and 571 of them are still on the job, Mr. Donohue says. That's a retention rate of 60%, much higher than the firm's regular retention rate of 25%.

Welfare to Work

Extremely interested	1%
Very interested	14
Somewhat interested	59
Not interested at all	12
Major reasons of those with high interest	
Good source of workers	59%
Good for community	55
Helps welfare recipients	45
Major concerns of those with little interest	
Motivation and willingness to work	38%
[illegible]	23

Marriott, which has a six-week in-house training program, also finds dedication among its former welfare recipients. Of 400 former recipients who joined Marriott since 1995, 78% are still with the company, says Janet Tully, who runs the firm's Pathways to Independence training program. "Because we've done this for them, they've been very loyal to us," Ms. Tully says.

Not all companies find lower turnover among welfare recipients. At General Converters & Assemblers Inc., a minority-owned manufacturing company in Racine, Wis., where about half the work force has been on welfare, the retention rate is about 60% among former recipients, compared with 75% to 80% among regular employees.

But George Stinson, the company's president, thinks that is just fine, noting that many of the former recipients left the factory jobs to go back to school so they could seek higher-skilled work.

In fact, some analysts say that staying in a job for a long time may be undesirable from a welfare recipient's point of view, especially if the wages are low. The success of welfare overhaul won't be measured by job turnover, but by a recipient's ability to sustain employment, says Robert Ivry, senior vice president of Manpower Demonstration Research Corp.

Segal's Role

Still, showing companies that welfare recipients can become dedicated, skilled workers is key for Mr. Segal, who oversaw President Clinton's national service initiative before he turned his attention to welfare overhaul.

At today's St. Louis event, the partnership will release its Blueprint for Business, which outlines a five-step process on how companies can successfully hire welfare recipients. The group is compiling a database, listing companies that have hired welfare recipients and service providers that can help businesses get involved. It will have a Web site and quarterly newsletters.

The partnership also uses flattery to motivate businesses. In a public service announcement being unveiled today, it praises welfare recipients for having the courage to land real jobs, and then proclaims: "It also takes guts for companies to hire off welfare — to discover workers determined to prove themselves."

A REAL PIECE OF WORK

Welfare reform is one year old and a huge success so far. But will business do its part?

BY JONATHAN ALTER

WHAT A DIFFERENCE A year makes. Last summer, conservatives were arguing that an increase in the minimum wage would absolutely, positively mean fewer jobs. Liberals were arguing that the welfare bill was deeply immoral and would throw a million or more children into poverty. Don't hold your breath waiting for confession of error. But it's worth noting that the success of welfare-reform legislation, signed by President Clinton one year ago this week, blows the doors off even the most optimistic predictions. The caseload is on a path toward dropping by nearly 2 million since the bill was signed—bringing the total reduction since 1993 to nearly 4 million women and children (and a few men), or more than a quarter of all welfare recipients. When you hear the Clintonites bragging, it's more than just spin.

JOHN FICARA FOR NEWSWEEK

Fresh start: *Clinton at a St. Louis program that moves the poor from dole to payroll*

The strong economy obviously helps, but it's not a complete explanation. In the 60-year history of welfare, through many fat economic times, the largest previous caseload drop was 250,000 in a single year. And it's not as if folks are getting routinely booted off the rolls. Only Florida and Wisconsin are doing that now. In other states, the time limits haven't kicked in yet. So what accounts for the change? No one knows for sure. Of course, the threat of a cutoff has a way of concentrating the mind. The most important change, as Clinton domestic-policy chief Bruce Reed puts it, is in expectations. These days, when poor mothers go into state agencies to apply for welfare, they find themselves facing bureaucracies that are structured around work, not merely writing checks. Even the American Public Welfare Association, the advocacy group for case workers, is taking the word "welfare" out of its name.

All the good news is tempered by the knowledge that the hardest part lies ahead. Those who could get jobs on their own have, by now, largely done so. From here on, the government and the private sector will have to be especially innovative. The government's role probably won't be in actually providing jobs; "workfare" hasn't proven a good avenue into permanent work, and the Clinton administration (thanks to union pressure) is making it increasingly impractical with loads of federal rules.

Instead, the action is in government support for stepped-up private-sector efforts. A new Coopers & Lybrand survey of the fastest-growing small companies shows 60 percent of employers would be willing to hire welfare recipients (26 percent already have). Some employers may be responding to what Clinton in St. Louis last week called their "moral obligation" to help, a duty that applies especially to those who bellyached about the old system. But most managers aren't saints; they just need warm bodies for entry-level jobs. The only way companies will get them is if there is state-supported child care, transportation and help for employers with what might be called "the alarm-clock problem"—basic work skills.

I went to St. Louis in advance of the president last week to listen in as nearly 300 local employers gathered in small groups for private discussions about hiring welfare recipients. "To go from cynical to skeptical—that would be tremendous movement," says Eli Segal, who is spearheading Clinton's new Welfare to Work Partnership, which initially targeted St. Louis, a once depressed city now experiencing a 24-year low in unemployment. The partnership (1-888-USA-JOB1) is asking companies there and elsewhere to hire applicants off welfare.

Dennis Drummond of Jefferson Smurfit Corp., a paper-products company, came over the border from Illinois to tell other executives about his experiences in hiring 17 welfare recipients. "The first thing you learn is they come in late. They've often never owned an alarm clock," he explained, echoing familiar frustrations. "You're ready to fire them. They don't know where the bathroom is. But we didn't know where it was when we were new either. If you work with them, give them a 'buddy' at the start, they often turn into outstanding employees."

Keith Guller, an oxygen-equipment manufacturer in St. Louis, told me he can't get anyone to answer his help-wanted ads for low-wage work. So he's turned to "job intermediaries" that help screen, train and place the unemployed. Clinton spoke at one such St. Louis program called Mid-Tec. "If they go through Mid-Tec, the odds are better they'll be good," Guller says. They learn technical skills—plus how to behave in a job. These nonprofit intermediaries, sprouting everywhere, may turn out to be the hot charities of the late '90s. They are essential to welfare reform.

Also essential are state officials with their heads screwed on right. Missouri has a transportation-assistance program and guaranteed child care to anyone who meets the income threshold. It's also "seamless" (the new buzzword in policy circles), which means that the child-care state money goes directly to the day-care centers instead of to the worker. So is the program in Illinois, which has nearly doubled the money for child care in one year. Ohio, on the other hand, is actually cutting child-care funding, which is idiotic if you expect poor mothers to actually work.

How far can all of this go? Under Michigan's Project Zero, every single one of the 413 welfare families in Ottawa County near Grand Rapids is now off the dole. The results aren't the same in Detroit, but the signs are encouraging there, too. Yes, the hard-core welfare recipients shall always be with us, beset by personal demons. Yes, homelessness and visits to food banks are rising a bit in areas with the toughest new laws. But if the economy holds up and the private sector does its part, we're on the threshold of the greatest social-policy achievement in a generation.

The New York Times
THURSDAY, SEPTEMBER 11, 1997

With the Economy Humming, Welfare Has Its Image Polished

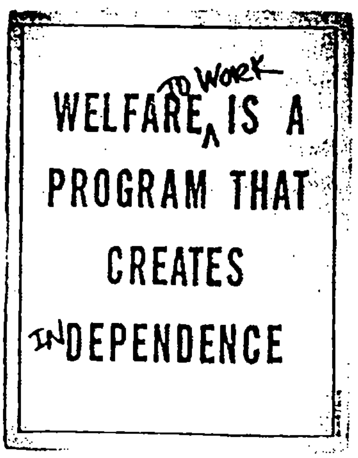
By JASON DePARLE

WASHINGTON, Sept. 10 — Welfare recipients, last year's political pariahs, are shedding their outcast status.

Not long ago, a woman on public aid could have turned to C-Span and heard a Congressman likening her to alligators or wolves, or the Speaker of the House, Newt Gingrich, warning that she posed a threat to American civilization.

Now on WSFA, the NBC affiliate in Montgomery, Ala., she can find a weekly feature portraying a welfare family in favorable terms. "Dump the stereotypes," the correspondent says. On St. Louis radio, she can find an advertising campaign lauding those with the "guts to get off welfare." In Charlotte, N.C., she can see billboards — paid for by the county and posted by the Chamber of Commerce — exhorting employers to give recipients a chance.

The mood change goes more than billboard deep. State legislatures, including several in the Deep South, have rejected many of the harshest proposals to emerge under the new state-run systems. Likewise, after cutting immigrant benefits by more than $22 billion last year, Congress hurried back this summer and restored nearly $12 billion.



An advertising campaign twists negative clichés about welfare.

To be sure, the sweeping Federal legislation passed last year has put more restrictions than ever on welfare benefits, and the aura of good will could quickly fade. It is too soon to tell how many families will prosper in the new era of time limits and work requirements, and how many will sink deeper into poverty. But for the moment at least, the tougher rules coincide with new civic, business and political efforts to recast recipients in a positive light.

"The whole climate in talking about welfare recipients has changed, from negative to positive," said Ron Kaufman, a Republican political strategist who is advising the Welfare to Work Partnership, a nonprofit group that encourages businesses to hire people on public assistance. "Everyone's on their best behavior politically, if you will."

The reappraisal has multiple roots. With caseloads crashing, much of the news coverage has suddenly turned to welfare successes. With labor markets tight, businesses are being forced to give recipients a second look. With tax revenues up, legislatures can afford more generosity. And with the most divisive questions settled by last year's law, many legislators have found themselves guided less by ideology than by a new, nuts-and-bolts practicality.

Consider the journey of Mike Coffman, a Republican State Senator in Colorado and a principal author of that state's new welfare law. When he started working on welfare issues three years ago, Mr. Coffman said, he began with "a primitive approach" that fo-

Continued on Page A28

As Economy Hums, Welfare's Image Rises

Continued From Page A1

cused on cutting spending and punishing bad behavior.

But this year, as the state began imposing a five-year time limit on cash benefits, Mr. Coffman joined the push for support services, including child care, health care and cash supplements for those seeking training or education.

"When I was outside the system, it was very easy to be ideological and have simplistic solutions," he said. "As I began to learn more, I began to see welfare recipients as victims of bad government policy. I developed a degree of sympathy for them."

Not everyone is impressed.

Peter Edelman, a former welfare official who resigned from the Clinton Administration last year to protest the new law, warned that the mood could quickly sour should the economy do so.

"It would be embarrassing to legislators to be mean and nasty and cut the money when we're rolling in dough," Mr. Edelman said. "If the unemployment rate in Charlotte was 8.2 percent instead of 3.2 percent, you wouldn't have the Chamber of Commerce running around telling busine[illegible] to hire people on welfare."

"I really dislike the hype that says everything is wonderful," he added. "The [illegible]y lifting hasn't started."

In signing the welfare law last summer, President Clinton expressed a hope for civic efforts like those now taking place.

"Welfare's no longer a political football to be kicked around," Mr. Clinton said. "It's a personal responsibility of every American who ever criticized the welfare system to help the poor."

But even he might have had a hard time predicting that President George Bush's political director (Mr. Kaufman), President Ronald Reagan's pollster (Richard Wirthlin), and a host of corporate executives would come together in an effort to erase the stigma of being on welfare.

The effort is being coordinated by the Welfare to Work Partnership, which was established this spring with Mr. Clinton's encouragement. Among its tools is an advertising campaign, scheduled this fall for radio, television, and print.

"Welfare mothers are irresponsible," states the underlying text of one of the print advertisements. But the line has been rewritten to read: "Welfare mothers make responsible employees." The same goes for "welfare is a program that creates dependence." It becomes, "welfare to work is a program that creates independence."

The advertisements were designed without charge by Ammirati Puris Lintas, a blue-chip firm more accustomed to selling BMW's than the talents of the poor.

"We're trying to present the stereotype and smash it at the same time," said Duncan Pollock, the chairman of the firm's office in New York. "If there are latent feelings, we felt that to be effective we had to bring them to the surface — get them on the table and deal with them."

The campaign was tested in St. Louis in August, in coordination with a visit by President Clinton to promote the hiring of people on welfare. Before the campaign, 43 percent of those business leaders who expressed an interest in hiring recipients said they considered them "a good source of employees."

After the campaign, which consisted of a modest number of print and radio advertisements, that figure rose to 52 percent.

"A focused effort can change the underlying perceptions," said Maury Giles, a researcher at Wirthlin Worldwide, which collected the data.

But the numbers also underscore the challenge that remains. Another way of reading the data is that even among those employers who expressed an interest in hiring recipients, about half doubted their abilities.

In Charlotte, the Chamber of Commerce began an advertising campaign last year with an $84,000 contract from the county department of social services. The president of the advertising agency that designed it, Pam Boileau, was once on welfare herself.

New efforts are recasting last year's political pariahs in a positive light.

"There's such a stigma around welfare recipients," Ms. Boileau said. "Each one of us has to accept the responsibility of helping recipients get off the rolls."

In Montgomery, it is not an advertising agency but a television correspondent, Jennifer Schram, pushing a new look at recipients. Her weekly profile of a welfare family is designed, in part, to help the state recruit mentors to work with those leaving the rolls.

"I show that it could be any of us," Ms. Schram said. "Some unforeseen accident could happen. Where would we turn?"

The flood of optimistic accounts could raise unrealistic expectations. Not all the "myths" about welfare recipients' problems are wrong.

Should progress stall as the nation confronts the tougher cases that remain on the rolls — people with little education, little work experience or problems with alcohol and drugs — the conversation could return to the tone set by Senator Phil Gramm, Republican of Texas. Mr. Gramm ran for President last year in part by demanding that people on welfare "get out of the wagon and help the rest of us pull."

For now, the mood swing has brought results. Perhaps none has been as dramatic as the decision by Congress to reinstate $11.7 billion of welfare benefits for immigrants, just months after contending that the program, Supplemental Security Income, was rife with fraud and abuse.

The move partly reflects an ebbing of budgetary pressure. It also derives from a growing fear of the Hispanic vote. And the concern over last year's cuts may have been stoked by press accounts of several immigrants thought to have committed suicide partly in despair over losing their benefits.

While partially restoring the immigrant cuts, Congress also allotted an additional $3.4 billion for programs to help recipients find work.

"Things have changed substantially since last year," said Ellen Nissenbaum, who follows anti-poverty legislation for the Center on Budget and Policy Priorities, a Washington advocacy group.

State legislatures have also shown more concern about the needy than some opponents of the new law predicted.

"What I saw wasn't just sympathy but support — support in a tangible way," said Jack Tweedie, who tracks welfare programs for the National Conference of State Legislatures.

In New York, for instance, the Legislature rejected Gov. George E. Pataki's plan to cut benefits by 45 percent over four years. In California, the Legislature blocked a proposal by Gov. Pete Wilson to enforce time limits as short as one year. Both legislatures also rejected the Governors' proposal to abolish general assistance programs, which provide cash payments to single adults.

To some extent, the fights merely reflect party divisions. Both Governors are Republicans, and three of the four legislative bodies in those states are controlled by Democrats. But there were other forces at play, including a fear of county officials from both parties that a withdrawal of state aid would leave them awash in needy people.

"Our views on these matters are not philosophical or political," wrote a group of Republican county officials in New York, in an April letter opposing various aspects of Mr. Pataki's plan. "Rather they concern the fiscal and practical impact that the choices made in Albany will have on local governments."

In Arkansas, Gov. Mike Huckabee, a Republican, proposed a two-year limit with few services or exemptions. But the Democratic-controlled Legislature created exemptions for recipients with "extraordinary barriers." And it postponed the start of time limits until next summer, to give the state time to put other support services in place.

Similarly, the Alabama Legislature moved to soften a proposal by Gov. Fob James Jr., a Republican. Though both Houses are controlled by Democrats, some of the work was led by a Republican, Representative Jim Carns. He pushed for earnings supplements for recipients who find jobs and child care for teen-aged mothers.

"I had the typical knee-jerk reaction before I got into this," Mr. Carns said. "I thought it'd be easier to save money."

His work drew praise from State Senator Rodger Mell Smitherman, a Democrat who serves as chairman of the Senate Black Caucus.

"There's a realization that it's one thing to say you want people to work, but it's another to create the environment for them to do that," Mr. Smitherman said. "I was pleased to see that it wasn't all harsh."

The compromise fashioned by Mr Smitherman and Mr. Carns even contained an increase in benefit levels, the only one in the country. But the two were shocked when the bill was defeated by a last-minute filibuster: with Alabama ranked almost last in benefits, a few legislators decided that the grant increase, from $164 a month to $185, was not enough

The Welfare to Work Partnership

1250 Connecticut Avenue, NW • Suite 610
Washington, DC 20036
Phone 202/955-3005 • Fax 202/637-9195

Business Partner Enrollment Form

The Welfare to Work Partnership (the Partnership) is an independent, nonpartisan, national effort of the business community to help move those on public assistance into jobs in the private sector. The Partnership is seeking to identify and engage employers who will help to expand this effort in their own community, in their state and in other regions of the country. You are cordially invited to become a Business Partner in The Welfare to Work Partnership. There is no fee for participation.

In order to become a Business Partner, we ask you to check one of the following statements:

______ Yes, my business *has hired* at least one person from public assistance without displacing current employees.
______ Yes, my business *pledges to hire* at least one person from public assistance without displacing current employees.

We ask that you allow the Partnership to provide your company name - with the appropriate welfare to work contact - to other businesses interested in welfare to work and for general Partnership materials.

______ Yes, I give my permission for The Welfare to Work Partnership to include my company and a contact name as a Business Partner in materials developed and distributed by the Partnership.
______ Yes, I am willing to be a mentor to another business seeking to hire individuals from public assistance.

We would like to know more about your business. Please complete and sign the form below and attach a brief summary of your company's experience with hiring welfare recipients.

Primary Contact Person ______________________________
Title ______________________ E-Mail Address ______________________
Company/Business Name ______________________________
CEO/Business Owner ______________________________
Address ______________________________
Telephone ______________________ Fax ______________________
Industry/Product/Service ______________________ # of Employees ______________________
Corporate Web site ______________________ # of Locations ______________________
Primary Scope of Business Activity - please circle one: Local, State, Regional, National, International
Signature ______________________ Date ______________________

______ I am interested in The Partnership, please send me additional information. Source Code: Solutions
Please return this form to the above address or fax attention Lisa Dawe - 202/637-9195.

The Welfare to Work Partnership is a not-for-profit corporation organized under the laws of the District of Columbia.

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SOLUTIONS

The Newsletter of The Welfare to Work Partnership, *a not-for-profit corporation* Summer 1997

Dear Friends,

Thank you for your commitment to making welfare reform a reality. Together we are making a difference for businesses and welfare recipients alike.

With 11 million people, two-thirds of whom are children, still receiving Temporary Aid to Needy Families (TANF — the cash aid program under the new law), the challenge before us is still great. Four million families, mostly headed by single-parents, must be moved from welfare into the mainstream economy. It is imperative that the American business community commit to hire a significant portion of those seeking jobs.

At a time when many businesses are facing a critical shortage of workers, welfare to work is a smart solution for business. A new, non-traditional source of employees is being discovered in communities across the country. So what better time to bring together the mutual interests of business and people needing to find employment?

I am pleased to report that the business community is responding to the challenge. Our newly formed organization is continuing to grow.

With your help, we are gaining momentum every day all across the country. Together we can work with businesses, large and small, to build a better America for all our citizens.

— Eli Segal
President and CEO

Meet Me In St. Louis

City to City Tour Kicks Off August 12

"The St. Louis event is the next step in an exciting journey." – Eli Segal

As part of the Partnership's national outreach effort, we are organizing a regional tour to identify, motivate and assist the private sector in hiring and retaining former welfare recipients without displacing existing workers.

The Partnership is honored to kick off its city to city tour in St. Louis on August 12, 1997. President Clinton will join local leaders, including Governor Mel Carnahan (D-MO) and Senator Christopher Bond (R-MO), to bring national attention to established welfare to work initiatives in the bi-state St. Louis region and to motivate additional businesses to begin hiring welfare recipients.

"The St. Louis region is a fantastic area that has been at the forefront of welfare reform," said Lyn A. Hogan, Vice President for Policy and Planning at the Partnership.

The Partnership is working closely with local companies, including Monsanto, one of our founding companies, the St. Louis Regional Jobs Initiative, Civic Progress, the St. Louis Regional Commerce and Growth Association, the St. Louis Community Partnership, East-West Gateway and an array of other members of the business community.

Welfare to Work Calendar For August

On August 22, 1996, the Personal Responsibility and Work Opportunity Reconciliation Act was signed, ending welfare as we know it. One year later, the Partnership is organizing a series of events to highlight existing initiatives and to energize the business community.

12
City to City Launch in St. Louis
The first of several regional events planned by the Partnership.

14
Welfare to Work: A Small Business Strategy
CEOs from America's fastest growing companies are heard.

22
Spotlight on Wisconsin
The State of Wisconsin and Governor Tommy Thompson (R-WI) are champions in welfare reform.

NOTABLE QUOTABLE

"The people we have hired off public assistance that have really succeeded did it on their own. We just gave them a chance."

— Don Fitzgerald, special assistant to the President of Tender Loving Things, a San Leandro, Calif.-based company that expands its workforce and enriches its community by hiring people from public assistance.

The Partnership Salutes the Commitment of our Board Members

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Anheuser-Busch
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Mr. Les Wexner
The Limited

We Can Help You Get Started

The Partnership is providing businesses the resources necessary to successfully hire people from public assistance. We have produced the following informational resources to highlight the welfare to work message and aid businesses across the country.

Publications The Partnership's publications include *Solutions*, our quarterly newsletter, and *Blueprint for Business*, a manual written to aid new businesses in starting welfare to work initiatives.

Toll-Free Number The toll-free number will help identify interested businesses and provide start-up information. Our number is 1-888-USA-JOB1.

Web Page Business partners and potential new members can now access the Partnership on the web. Please visit our web page at www.welfaretowork.org

Database Through the database, the business partners will have access to service providers that train and prepare welfare recipients for the workforce.

PSA Campaign A series of print and radio Public Service Announcements highlight the positive bottom-line benefits for businesses that hire welfare recipients, and encourage businesses to join the welfare to work team.

How To Seminars Seminars are planned as both informational and networking sessions to allow businesses to tap into a new workforce through one another's experiences.

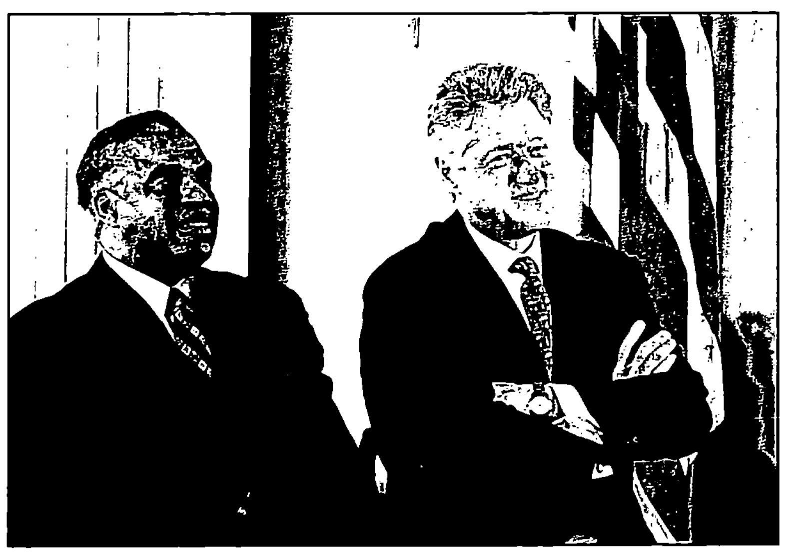
Award Ceremonies The Partnership will award national honors for an individual business and service provider.

The Annie E. Casey Foundation is providing funding to produce the first publication and develop the database.

Mr. Stinson Goes To Washington

When George Stinson started training and hiring people off public assistance 28 years ago, he never imagined that someday he would be sharing a podium with the President of the United States. But on May 20th, when The Welfare to Work Partnership was officially launched at The White House, Bill Clinton and George Stinson stood side-by-side.

"Meeting the President was an exciting opportunity," said Stinson. "But this event was to celebrate the hundreds of companies that are already working toward welfare reform, and to encourage thousands more to start."



Stinson (left) is the President of General Converter & Assemblers in Racine, Wisc., a small company that has hired more than one-half of its 211 person workforce off of public assistance.

The Partnership Salutes the Commitment of our Advisory Council and Co-Chairs, Governors Tommy Thompson (R-WI) and Tom Carper (D-DE)

At the National Governor's Association meeting in Las Vegas July 27-30, President Clinton highlighted the Partnership and thanked Governors Thompson and Carper for co-chairing our Advisory Council. Governors Thompson and Carper then urged their collegues to join the Council and received immediate interest from several governors, including Mel Carnahan (D-MO), John Rowland (R-CT), Frank O'Bannon (D-IN) and Christine Todd Whitman (R-NJ).

Welfare By The Numbers

62.8
Percent of companies that do not hire welfare applicants or do not have a well-defined program because of lack of information. (According to the American Management Association survey).

1.2
Number, in millions, that the welfare rolls have dropped from August 22, 1996 (the date the welfare law was signed) to April, 1997. (According to the U.S. Department of Health & Human Services Administration for Children and Families, April 1997).

46
Number of states, out of 50, that have seen their caseload of welfare recipients decline in the last four years. Thirty states dropped by more than 25 percent. (According to the U.S. Department of Health & Human Services Administration for Children and Families, April 1997).

117,340
Number of AFDC/TANF welfare recipients the state of Wisconsin has moved off public assistance in the past four years — the best performance in the country. (According to the U.S. Department of Health & Human Services Administration for Children and Families, April 1997).

94
Percent of welfare recipients that do not have automobiles. (According to President Clinton at the National Governor's Conference in Las Vegas.)

Spotlight

LaWan Reaches New Hights At The Partnership

LaWan Hight has been a model employee since the first day she started working at The Partnership. She is punctual and handles her job flawlessly, but we expected nothing less. What makes LaWan special is the positive attitude she exudes everyday. It truly is contagious. She has grown into a crucial member of our team. One that we look forward to seeing and depend on everyday.

– Grace Orestis, Assistant to the President at The Welfare to Work Partnership.

By LaWan A. Hight

After being a welfare recipient for seven years, going to work every day truly is a delight. I am a 26-year-old wife and mother with four beautiful children — Courtney, Kendall, Kenard and Kent (I love the letter K).

On welfare, my self-esteem was low. I didn't feel productive from day to day. But I'm very lucky to have a loving father, Michael Taylor, who encouraged me and kept me motivated to find work.

My strategy was simple. I applied everywhere I saw the words "Help Wanted." I made sure I didn't get discouraged and said to myself, "One day, I'm going to get off welfare."

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The Welfare to Work Partnership

1250 Connecticut Avenue, NW • Suite 610
Washington, DC 20036
Phone 202/955-3005 • Fax 202/637-9195

Business Partner Enrollment Form

The Welfare to Work Partnership (the Partnership) is an independent, nonpartisan, national effort of the business community to help move those on public assistance into jobs in the private sector. The Partnership is seeking to identify and engage employers who will help to expand this effort in their own community, in their state and in other regions of the country. You are cordially invited to become a Business Partner in The Welfare to Work Partnership. There is no fee for participation.

In order to become a Business Partner, we ask you to check one of the following statements:

______ Yes, my business *has hired* at least one person from public assistance without displacing current employees.
______ Yes, my business *pledges to hire* at least one person from public assistance without displacing current employees.

We ask that you allow the Partnership to provide your company name - with the appropriate welfare to work contact - to other businesses interested in welfare to work and for general Partnership materials.

______ Yes, I give my permission for The Welfare to Work Partnership to include my company and a contact name as a Business Partner in materials developed and distributed by the Partnership.
______ Yes, I am willing to be a mentor to another business seeking to hire individuals from public assistance.

We would like to know more about your business. Please complete and sign the form below and attach a brief summary of your company's experience with hiring welfare recipients.

Primary Contact Person ______________________________
Title ______________________ E-Mail Address ______________________
Company/Business Name ______________________________
CEO/Business Owner ______________________________
Address ______________________________
Telephone ______________________ Fax ______________________
Industry/Product/Service ______________________ # of Employees ______________________
Corporate Web site ______________________ # of Locations ______________________
Primary Scope of Business Activity - please circle one: Local, State, Regional, National, International
Signature ______________________ Date ______________________

______ I am interested in The Partnership, please send me additional information. Source Code: Solutions
Please return this form to the above address or fax attention Lisa Dawe - 202/637-9195.

The Welfare to Work Partnership is a not-for-profit corporation organized under the laws of the District of Columbia.

BPAF-63097

The Welfare to Work Partnership
1250 Connecticut Avenue, NW • Suite 610
Washington, DC 20036
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SOLUTIONS

The Newsletter of The Welfare to Work Partnership, *a not-for-profit corporation* Summer 1997

Dear Friends,

Thank you for your commitment to making welfare reform a reality. Together we are making a difference for businesses and welfare recipients alike.

With 11 million people, two-thirds of whom are children, still receiving Temporary Aid to Needy Families (TANF — the cash aid program under the new law), the challenge before us is still great. Four million families, mostly headed by single-parents, must be moved from welfare into the mainstream economy. It is imperative that the American business community commit to hire a significant portion of those seeking jobs.

At a time when many businesses are facing a critical shortage of workers, welfare to work is a smart solution for business. A new, non-traditional source of employees is being discovered in communities across the country. So what better time to bring together the mutual interests of business and people needing to find employment?

I am pleased to report that the business community is responding to the challenge. Our newly formed organization is continuing to grow.

With your help, we are gaining momentum every day all across the country. Together we can work with businesses, large and small, to build a better America for all our citizens.

– Eli Segal
President and CEO

Meet Me In St. Louis

City to City Tour Kicks Off August 12

As part of the Partnership's national outreach effort, we are organizing a regional tour to identify, motivate and assist the private sector in hiring and retaining former welfare recipients without displacing existing workers.

The Partnership is honored to kick off its city to city tour in St. Louis on August 12, 1997. President Clinton will join local leaders, including Governor Mel Carnahan (D-MO) and Senator Christopher Bond (R-MO), to bring national attention to established welfare to work initiatives in the bi-state St. Louis region and to motivate additional businesses to begin hiring welfare recipients.

"The St. Louis region is a fantastic area that has been at the forefront of welfare reform," said Lyn A. Hogan, Vice President for Policy and Planning at the Partnership.

"The St. Louis event is the next step in an exciting journey." – Eli Segal

The Partnership is working closely with local companies, including Monsanto, one of our founding companies, the St. Louis Regional Jobs Initiative, Civic Progress, the St. Louis Regional Commerce and Growth Association, the St. Louis Community Partnership, East-West Gateway and an array of other members of the business community.

Welfare to Work Calendar For August

On August 22, 1996, the Personal Responsibility and Work Opportunity Reconciliation Act was signed, ending welfare as we know it. One year later, the Partnership is organizing a series of events to highlight existing initiatives and to energize the business community.

12
City to City Launch in St. Louis
The first of several regional events planned by the Partnership.

14
Welfare to Work: A Small Business Strategy
CEOs from America's fastest growing companies are heard.

22
Spotlight on Wisconsin
The State of Wisconsin and Governor Tommy Thompson (R-WI) are champions in welfare reform.

NOTABLE QUOTABLE

"The people we have hired off public assistance that have really succeeded did it on their own. We just gave them a chance."

— Don Fitzgerald, special assistant to the President of Tender Loving Things, a San Leandro, Calif.-based company that expands its workforce and enriches its community by hiring people from public assistance.

The Partnership Salutes the Commitment of our Board Members

Mr. Gerald Greenwald, Chairman
UAL Corporation
Mr. August Busch
Anheuser-Busch
Mr. Ben Cammarata
The TJX Companies, Inc.
Mr. Ronald Compton
Aetna, Inc.
Mr. William T. Esrey
Sprint Corporation
Mr. Mitchell Fromstein
Manpower, Inc.
Ms. Rachel Hubka
Rachel's Bus Company
Mr. James P. Kelly
United Parcel Service of America, Inc.
Mr. Gerald Levin
Time Warner
Mr. Dennis Malamatinas
Burger King Corporation
Mr. Duncan Pollack
Ammirati Puris Lintas
Mr. Robert B. Shapiro
Monsanto
Ms. Carolyn Stradley
C&S Paving
Mr. Jonathan M. Tisch
Loews
Ms. Barbara Turner
Boscart Construction
Mr. Les Wexner
The Limited

We Can Help You Get Started

The Partnership is providing businesses the resources necessary to successfully hire people from public assistance. We have produced the following informational resources to highlight the welfare to work message and aid businesses across the country.

Publications The Partnership's publications include *Solutions*, our quarterly newsletter, and *Blueprint for Business*, a manual written to aid new businesses in starting welfare to work initiatives.

Toll-Free Number The toll-free number will help identify interested businesses and provide start-up information. Our number is 1-888-USA-JOB1.

Web Page Business partners and potential new members can now access the Partnership on the web. Please visit our web page at www.welfaretowork.org

Database Through the database, the business partners will have access to service providers that train and prepare welfare recipients for the workforce.

PSA Campaign A series of print and radio Public Service Announcements highlight the positive bottom-line benefits for businesses that hire welfare recipients, and encourage businesses to join the welfare to work team.

How To Seminars Seminars are planned as both informational and networking sessions to allow businesses to tap into a new workforce through one another's experiences.

Award Ceremonies The Partnership will award national honors for an individual business and service provider.

The Annie E. Casey Foundation is providing funding to produce the first publication and develop the database.

Mr. Stinson Goes To Washington

When George Stinson started training and hiring people off public assistance 28 years ago, he never imagined that someday he would be sharing a podium with the President of the United States. But on May 20th, when The Welfare to Work Partnership was officially launched at The White House, Bill Clinton and George Stinson stood side-by-side.

"Meeting the President was an exciting opportunity," said Stinson. "But this event was to celebrate the hundreds of companies that are already working toward welfare reform, and to encourage thousands more to start."

Stinson (left) is the President of General Converter & Assemblers in Racine, Wisc., a small company that has hired more than one-half of its 211 person workforce off of public assistance.

The Partnership Salutes the Commitment of our Advisory Council and Co-Chairs, Governors Tommy Thompson (R-WI) and Tom Carper (D-DE).

At the National Governor's Association meeting in Las Vegas July 27-30, President Clinton highlighted the Partnership and thanked Governors Thompson and Carper for co-chairing our Advisory Council. Governors Thompson and Carper then urged their collegues to join the Council and received immediate interest from several governors, including Mel Carnahan (D-MO), John Rowland (R-CT), Frank O'Bannon (D-IN) and Christine Todd Whitman (R-NJ).

Welfare By The Numbers

62.8
Percent of companies that do not hire welfare applicants or do not have a well defined program because of lack of information. (According to the American Management Association survey).

1.2
Number, in millions, that the welfare rolls have dropped from August 22, 1996 (the date the welfare law was signed) to April 1997. (According to the U.S. Department of Health & Human Services Administration for Children and Families; April 1997).

46
Number of states, out of 50, that have seen their caseload of welfare recipients decline in the last four years. Thirty states dropped by more than 25 percent. (According to the U.S. Department of Health & Human Services Administration for Children and Families; April 1997).

117,340
Number of AFDC/TANF welfare recipients the state of Wisconsin has moved off public assistance in the past four years – the best performance in the country. (According to the U.S. Department of Health & Human Services Administration for Children and Families; April 1997).

94
Percent of welfare recipients that do not have automobiles. (According to President Clinton at the National Governor's Conference in Las Vegas.)

Spotlight

LaWan Reaches New Hights At The Partnership

LaWan Hight has been a model employee since the first day she started working at The Partnership. She is punctual and handles her job flawlessly, but we expected nothing less. What makes LaWan special is the positive attitude she exudes everyday. It truly is contagious. She has grown into a crucial member of our team. One that we look forward to seeing and depend on everyday.

– Grace Orestis, Assistant to the President at The Welfare to Work Partnership.

By LaWan A. Hight

After being a welfare recipient for seven years, going to work every day truly is a delight. I am a 26-year-old wife and mother with four beautiful children — Courtney, Kendall, Kenard and Kent (I love the letter K).

On welfare, my self-esteem was low. I didn't feel productive from day to day. But I'm very lucky to have a loving father, Michael Taylor, who encouraged me and kept me motivated to find work.

My strategy was simple. I applied everywhere I saw the words "Help Wanted." I made sure I didn't get discouraged and said to myself, "One day, I'm going to get off welfare."

After an intense month of searching, I got a job at a fast food restaurant making $5.25 an hour. I was so excited, you would have thought I was just elected president. I told my dad: "Yes! I got a job. Thank the Lord." I told my kids, teachers and people who probably didn't even care. It's funny, when you get a job after being on welfare for so long, you feel more alive.

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BLUEPRINT FOR BUSINESS

REACHING A NEW WORK FORCE

THE WELFARE TO WORK PARTNERSHIP
AND
NATIONAL ALLIANCE OF BUSINESS

Welfare Work - EW
tax credits / intermediaries / sm. bus.

To: Tom
Mary
Paul
FYI

From: Andrea
also faxed to Karl S.

?

The San Francisco Examiner -- March 20, 1998, Friday; Second Edition

STUMPING FOR MOM AND POP ;
Small-business trade show speaks up for busy company owners
SOURCE: OF THE EXAMINER STAFF

Very few small business operators have the time or money to attend an event such as the Executive Expo and Conference on Small Business, held at Moscone Center this week.

Running 9 to 5 in the middle of the work week, the conference has been visited mostly by a mix of government pamphleteers and big business managers who milled around the exhibition floor in the hopes of selling their services to small business owners, who were largely absent.

The attraction for exhibitors was obvious in a city where 85 percent of businesses employ fewer than 10 workers, according to Scott Hauge, small business owner and industry advocate.

One businessman who did attend was Ed DeBartolo. No, not that Eddie D.

As the corporate sales director for San Francisco-based Barcelino's clothing stores, this DeBartolo is more familiar with double-breasted suits than lawsuits. His firm employs fewer than 100 employees and rings up annual sales in the neighborhood of $ 15 million. DeBartolo was on hand offering image
consultations to fellow small business owners.

"The biggest challenge for small business is understanding how important image is," said DeBartolo. "How well they look reflects directly on their success."

Small business advocates were on hand, looking out for their constituents' other concerns such as tax incentives and welfare-to-work reform. During a panel discussion, a handful lobbied the California Small Business Board, part of a state agency, to improve education and other services for small businesses.

Leading the charge was Scott G. Hauge, president and founder of Cal Insurance & Associates Inc. in The City, as well as the founder of the Small Business Network, a coalition of 19 business organizations representing 11, 000 small S.F. businesses. He pushed the 12-member board to address two key issues:

The education of small business owners regarding the state's upcoming electricity deregulation, which includes a 10 percent rate cut for companies that use less than 20 kilowatts at peak business hours.

"Your little mom-and-pop business will probably qualify," said Hauge. "But if you're a high user of power, like a restaurant or manufacturer, you'll probably be beyond the limit."

The amendment of a provision in the federal welfare-to-work tax credit bill that makes it impossible for small businesses to get a tax credit when they're using ~~an~~ intermediary to hire welfare recipients.

"Our organization has come up with a creative plan that uses intermediaries, such as community organizations, to hire welfare recipients," said Hauge. "The law needs to be changed so that if you use an intermediary, you're still eligible for the tax credit."

The new federal welfare-to-work tax credit began Jan. 1, and is intended to offer employers an incentive to hire and retain welfare recipients. The maximum employer tax credit is $ 3,500 the first year and $ 5,000 the second.

The Small Business Network has a "Placement Partnership Initiative" that hopes to provide 200 jobs to welfare recipients through its network of small businesses.

"This is the only welfare-to-work program made by business for business," said SBN Chairman Rich Gunn.

Hauge said that without an amendment to the present law, any business hiring welfare recipients through an intermediary, such as SBN's program, would not receive a tax break.

California Small Business Board member Janie Emerson, of the National Association of Women Business Owners, said she would push for an amendment to the current tax credit provisions. U.S. Rep. Nancy Pelosi, D-San Francisco, is working on legislation to change the provision.

Regarding electrical deregulation, Hauge said qualifying business owners should know that a rate cut should automatically show up on their bills after competition begins March 31. Nonetheless, Hauge said, his group is working with Plug-In California, a state organization set up to inform consumers about
electrical deregulation, to educate small businesses.

"Businesses need to take their time and get the proper information before signing any contracts to change their power provider," said Hauge. "It's truly buyer beware."

Back out on the floor, away from the political fray, the Barcelino's booth hummed along, exuding image.

While welfare rolls and electric bills did not come to mind, Heather Corden, manager of Barcelino's Union Square, did bring up the bane of all small business: encroaching chain stores.

"In San Francisco, large chains are dominating streets that were once boutique-driven," said Corden. "Bay Area boutiques can afford the outlying areas, but not downtown."

Indeed, in a recent retail rent survey, Union Square ranked ninth in the world, commanding $ 250 a square foot, the Equis Retail Group reported.

"That's why the S.F. Shopping Centre (at Market and Fifth Streets) was such a good idea," said Corden. "It gives small business a downtown outlet."

High rent or not, said Corden, "Small business offers a higher level of customer service."

Business Wire -- Thursday, March 19 4:02 PM ET
ADVISORY/First California Families to Receive Low-Cost Auto Loans; New Program Overcomes Transportation Obstacle to Federal Welfare-to-Work Mandate

Welfare Workers Rate High In Job Retention at Companies

By ROBERT PEAR

WASHINGTON, May 26 — Some companies hiring welfare recipients say they have found, to their surprise, that such workers stay on the job longer, with less turnover, than other employees.

The findings run counter to the expectations of many skeptics, who said that welfare recipients lacked the skills and the motivation needed to hold jobs.

The companies, Borg-Warner, Giant Food, Marriott International, Salomon Smith Barney, Sprint, United Airlines, owned by UAL, United Parcel Service and Xerox, said they had made systematic efforts to hire welfare recipients in the last year. And in separate interviews, executives at those companies said that they had retained a larger proportion of former welfare recipients than other entry-level employees.

"It's been a real pleasant surprise for us," said Ricki C. Crescenzi, manager of employment at Giant Food, a regional supermarket chain based in Landover, Md.

She said the company had hired more than 100 welfare recipients as cashiers, pharmacy clerks, baker's assistants and apprentice meat-cutters. After 90 days, she said, 79 percent of welfare recipients were still on the job, while the retention rate for other Giant employees in similar jobs was 50 percent.

Job training and services like child care may pay off.

Janet M. Tully, director of community employment and training at Marriott International, said her company hired 360 welfare recipients last year and 100 so far this year, with retention rates very similar to those reported by Giant.

The efforts to hire welfare recipients, to be recognized at the White House on Wednesday, come at a time of low unemployment, and those efforts have several features in common. Most of the companies work with local government agencies or nonprofit community organizations that recruit and train welfare recipients for particular jobs.

Also, many of the employers use mentors, job coaches or some type of "buddy" system to help welfare recipients learn skills needed for their jobs and many offer welfare recipients extra help with child care and transportation to and from work.

Welfare experts sounded a note of caution, saying that some of the people still on welfare might have more difficulty getting and holding jobs. They include homeless people, drug addicts, people with serious mental disorders, convicted felons, battered women and people with a limited ability to read or speak English.

Ms. Tully attributed the high retention rates at Marriott to the "training, personal attention, coaching and counseling" given to welfare recipients.

"That's a luxury that a lot of other employees don't have," Ms. Tully said.

LaDonna A. Pavetti, a welfare expert at Mathematica Policy Research, said that welfare recipients were given access to job training, child care and transportation services that was unavailable to people "hired off the street."

"In Massachusetts," Ms. Pavetti said, "if you find a job while you're on welfare, you are guaranteed child care."

The work requirements of the 1996 welfare law may also be a factor. "Welfare recipients have a mandate to work," Ms. Pavetti said. "If they lose this job, they'll have to get another one."

Barbara A. Silvan, senior vice president of Salomon Smith Barney, said her company had retained 92 percent of the 53 welfare recipients hired in the last year. Some of the new employees took jobs paying more than $24,000 a year, and in the last few weeks, she said, "we hired someone off welfare at $30,000."

Company executives said their main reason for hiring welfare recipients was to create a more stable work force and to improve the bottom line. Such hiring is essential to the success of the welfare bill that President Clinton signed in August 1996. But the executives said they were not hiring welfare recipients as a favor to Mr. Clinton.

Eli J. Segal, president of the Welfare to Work Partnership, said 5,000 companies had made commitments to hire and retain welfare recipients.

The Welfare to Work Partnership, a nonprofit corporation formed to promote the hiring of welfare recipients, has been praised by Mr. Clinton, Speaker Newt Gingrich and Gov. Tommy G. Thompson of Wisconsin, a Republican.

Michael E. Schlein, director of corporate development at Salomon Smith Barney, said, "The transition from years of welfare to corporate life can be rough." Before being hired for full-time jobs, he said, welfare recipients must complete 16 weeks of preparation at the Wildcat Service Corporation, a job training and employment agency, and they go through a 16-week internship at Salomon Smith Barney.

Jeffrey Jablow, senior vice president of Wildcat, said his company trained 1,500 welfare recipients a year, teaching them work habits, clerical skills, computer skills and the language skills and mathematics needed for their jobs.

Tony Molinaro, a spokesman for United Airlines, said the company had retained 70 percent of the 760 welfare recipients it had hired in the last year. Among other people hired for similar jobs, he said, the retention rate was 40 percent.

Paula Fulford, a spokeswoman for United Parcel Service, said: "Since January 1997, we have hired more than 10,400 welfare recipients as part-time package sorters, at an average wage of $8.50 an hour. We make no distinction between a former welfare recipient and anyone else hired for an entry-level job in terms of salary, benefits and hours."

But, she said, many of the welfare recipients receive extra "supportive services" from U.P.S. and community organizations.

Peter B. Edelman, an Assistant Secretary of Health and Human Services, resigned in protest over the new welfare law in September 1996. In March 1997, he said that the law's work requirements were unrealistic because many welfare recipients lacked basic skills.

But in an interview today, Mr. Edelman said, "In the short run, more people are getting jobs than I would have thought."

The New York Times
WEDNESDAY, MAY 27, 1998

The New York Times
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Edison Project Gets Aid to Open New Schools

By SOMINI SENGUPTA

With the help of a new $25 million grant, the Edison Project, the New York company that seeks to operate public schools for a profit, announced yesterday that it would double the size of its business this fall to 48 schools in 25 cities nationwide.

The unusual philanthropic boon came from a new foundation established by Donald G. and Doris Fisher, owners of The Gap clothing chain of San Francisco. The $25 million, which will be used to subsidize California school districts that want to hire the Edison Project, will create 15 autonomous public schools, known as charter schools. Four are scheduled to open this fall: two in Ravenswood in Northern California, one in the Napa Valley, and one in West Covina, in Southern California.

"It makes Edison possible where it wouldn't be," said Christopher Whittle, the media entrepreneur who founded the company in 1991 and is its largest shareholder.

The Fishers, whose two other foundations, also in San Francisco, have awarded smaller grants to cultural institutions, AIDS groups and educational programs, learned about the Edison Project from their son, John, who owns a 4 percent stake in the company.

The Edison Project is opening another school this fall with substantial philanthropic support. Denver foundations and business groups have raised more than $4 million to rehabilitate a historic school building in which to house an Edison-run school.

The Edison Project, which expects to bring in $68 million in revenue in fiscal 1998, has also acquired a $20 million line of credit from the National Cooperative Bank.

The company was founded seven years ago on the premise that a private corporation could provide a better education and make a profit while spending the same amount as most states do per pupil. Its own studies have shown measurable improvement in the reading and math scores of its students. But the company, with revenues of $37 million in fiscal 1997, has yet to turn a profit, in part because of the substantial start-up costs associated with opening a new school — about $1.5 million for teacher training, computers and books.

The task of opening new schools, company officials said, is particularly difficult in states with relatively low rates of per-pupil spending. California, for instance, spends less than $4,000 annually on each student, while New Jersey spends an average of $8,900 per pupil.

The new sources of capital have helped the company get over one of the main hurdles faced by private groups, including nonprofit organizations, seeking to run charter schools. But nonprofit groups, said Gary Orfield, a Harvard University education professor, do not have the same access to capital.

"You're giving a big advantage to for-profit charter schools by subsidizing their startup costs," he said. "That is a regrettable decision."

About half of the Edison Project schools are run under contracts with school districts, while the others are charter schools.

Officials with the Edison Project said that if the company did not open more schools in the fall of 1999, it would turn a profit. "Clearly, we have no intention of stopping our growth," Mr. Whittle said, "so we will not post a profit."

Calling Off China Trip Bad Idea, Clinton Says

Avoiding Tiananmen Square a Possibility

By Peter Baker
Washington Post Staff Writer

President Clinton said yesterday that "it would be a mistake" to cancel his trip to China as critics are demanding, but his aides are quietly exploring whether he can at least avoid the politically explosive symbolism of a formal welcoming ceremony at Tiananmen Square.

While the White House previously indicated that Clinton would follow the traditional arrival path of foreign leaders visiting Beijing, administration officials yesterday said they are not firmly committed to the event and may present alternatives to the Chinese rather than have the president appear at the site of the bloody crackdown on a pro-democracy movement in 1989.

National security adviser Samuel R. "Sandy" Berger leaves Sunday to consult with his counterpart in Beijing about planning for the president's state visit and officials said he was likely to raise the issue during his meetings. Still, the White House appeared resigned to the likelihood that it may not be easy diplomatically to change course.

The maneuvering about the Tiananmen Square event underscores the escalating sensitivity of the trip in the face of new allegations about laundered campaign contributions from a Chinese military leader and improper satellite technology transfers to Beijing. No U.S. president has visited China since hundreds of students and activists were killed during the Tiananmen uprising nine years ago. A bipartisan chorus of domestic critics has called on the president to stay away from the square, joined this week by Clinton's former top aide, George Stephanopoulos.

"You want to talk about something that's wrong—that is shameful to go to the square ... where people fighting for democracy were killed, and celebrate it," Stephanopoulos said Sunday on ABC's "This Week."

Clinton has denied any wrongdoing in connection with the recent revelations and has defended his trip, tentatively scheduled to begin June 24, saying the United States will accomplish more by engaging Beijing than alienating it.

"It would be a mistake to postpone the trip to China," he said during an unrelated Rose Garden ceremony yesterday. "Our partnership with China has succeeded in persuading the Chinese not to transfer missile technology and other dangerous materials to nations that we believe should not have them. We have seen some advances on the human and political rights fronts recently. ... So I believe we ought to go forward."

In a later briefing, White House press secretary Michael McCurry left open the possibility that Clinton would not go to Tiananmen Square, noting the mutual interest "in a visit that goes smoothly and that reinforces the value of close relations between our two countries." However, he also said, "I doubt that we will find any way to get to the Great Hall other than going through Tiananmen Square."

Officials who asked not to be named said the issue would be one of several factors in pre-summit negotiations. Berger may push for a change of venue, they said, or he may use it as leverage in seeking concessions on other more tangible priorities. "He may say, 'Look, we're going to eat a lot of domestic guff on this ... you've got to help us on other things,'" said one official.

The Washington Post

Wednesday, May 27, 1998

Welfare to Work

The Washington Post

Wednesday, May 27, 1998

Welfare Recipients Win Workplace Test

Sprint's Inner-City Hires Stay With Jobs

By Judith Havemann and Barbara Vobejda
Washington Post Staff Writers

A1

In a renovated office building in Kansas City's dilapidated jazz district, President Clinton's effort to move millions of welfare recipients into jobs is undergoing a high-profile test: Sprint Corp. has pitted the performance of inner-city welfare recipients against that of new suburban workers.

The company hired the two groups of employees on the same day for the same job—telephone operator. Six months later, the results are in: 85 percent of the welfare employees remain on the job, compared with just 33 percent of the recruits from the suburbs.

Sprint didn't set out to measure the tenacity of welfare hires, but it came away with an unexpected lesson—welfare recipients, desperate for work, are more likely to hang on to their jobs than many other new recruits.

As Clinton celebrates the first anniversary of the Welfare to Work Partnership at a White House ceremony today, he can point to impressive statistics from the privately funded effort to link companies and welfare recipients: 5,000 businesses have pledged to hire off the welfare rolls, and a study last year projected that 135,000 recipients had already been hired through the program.

Former businessman Eli Segal, who runs the partnership, says he has watched an extraordinary turnaround among corporate leaders, from skepticism about hiring welfare recipients to enthusiasm for what many now see as a smart solution to labor shortages in a booming economy.

But those involved in the program have also learned that, even in a period of low unemployment, the process of moving welfare recipients into jobs is complicated by long-standing problems, from inadequate transportation to day

See WELFARE, A10, Col. 1

WELFARE, From A1

care and training.

"It took 60 years to develop this welfare system and it's not going to end because a law is signed," Segal said in an interview. "We're not going to fix everything overnight."

Among the business leaders Segal has worked with is Mike Oberman, who has hired three employees off the welfare rolls just within the past four months. None is with him today.

Oberman runs Omeda Communications, a database management company in a Chicago suburb just far enough north to be a long commute from the inner city.

"We had tremendous success with one person; we were ready to promote him, but then his car broke down and he is no longer with us," Oberman said. "All three who have left have been over transportation issues."

The other employees could sympathize, but they still groused when they had to pick up the slack.

There have been other problems as well. A couple weeks ago, Oberman said, a computer was stolen. "The first reaction of everybody was to start blaming the welfare people," he said. "I am aghast at how difficult it is to be a minority person and come to work in Northbrook in 1998. When somebody doesn't show up, all the latent resentment boils right to the surface."

Oberman said he is working with other nearby companies to set up a bus system, and he remains hopeful that the most successful of his recruits from the welfare rolls, a 25-year-old man raising a 10-year-old son, will return.

In some instances, welfare-to-work efforts have stumbled when organizers failed to respect one of capitalism's oldest rules—matching supply and demand.

In St. Louis, Clinton helped kick off the local effort last summer. But soon after the cameras left, the 300 businesses that had signed on started to grumble—where were the workers they had been promised?

"We got the business community really energized prior to making sure we had workers to deliver, people ready to go to work. And that's a shame," said Blair Forlaw at the East-West Gateway Coordinating Council, a group that acted as an intermediary helping to link welfare recipients to businesses. "We thought it was going to be much simpler than it is."

The state had just one worker in St. Louis welfare offices whose job it was to help ensure that the supply of job-ready workers was enough to meet the huge demand. There was no computer system available for the companies to register their job orders, and no way for the state to follow up on whether the jobs had been filled.

It was only two weeks ago that social service providers got the names of welfare recipients they could send out to fill the waiting jobs, said one head of an agency.

In the months since the kickoff, Segal has brought in the Enterprise Foundation, the Maryland-based group founded by developer James Rouse, to help get welfare recipients trained and ready for work in St. Louis. And Forlaw has asked a contingent of retired executives to act as liaisons with the business community so that the welfare offices could better understand their needs.

Sprint plunged into its welfare-to-work experiment almost by accident, when it was recruited to help revitalize Kansas City's famous jazz district by opening up a new facility to handle operator-assisted calls.

Unemployment in the area hovered around 14 percent, while in the suburbs, where Sprint housed most of its operators, the rate was essentially nil.

"Even if they don't stay," company spokesman Darryll Fortune recalled of the thinking at the time, "we can replace people more quickly."

Astonishingly, Fortune said, 705 employees applied for fewer than 60 jobs at the inner-city site. The company worked with a local group that screened the applicants and a community college that provided six weeks of training in the so-called soft skills—how to dress, communicate, get along with other people and show up on time. Eventually, Sprint hired nearly three dozen employees directly off the welfare rolls.

One of those former welfare recipients, Kecia King, had held jobs off and on in warehouses before coming to Sprint. When she got there, she felt appreciated. "They encouraged us a lot, made sure we were doing all right, that we were not too stressed out," she said.

Sprint has lost a handful of its former welfare recipients, mainly because of attendance problems, but overall the company is happy with the results.

King, the mother of a four-year-old, now earns $7.60 an hour after receiving a raise. She said that if she could talk to the president about the Welfare to Work program she is in, this is what she would say:

"Working is a great feeling. You wake up on public assistance and wait around for this little bitty money that you can't do too much with. They look down on you.

"Now I am able to support myself. I can buy what I really want. I told all my friends to come down here."

FOR MORE INFORMATION

For more Post coverage and background on welfare reform, click on the above symbol on the front page of The Post's Web site at www.washingtonpost.com

To: Tom
From: Andrea
Welfare to work

TALKING IT OVER
BY HILLARY RODHAM CLINTON
RELEASE: WEDNESDAY, JUNE 3, 1998, AND THEREAFTER

This ran in some papers on 6/4/98

One day, Rhonda Costa's daughter came home from school and announced, "Mommy, I'm tired of seeing you sitting around the house doing nothing." That's the day Rhonda decided to get off welfare.

Today, Rhonda is an administrative assistant at Salomon Smith Barney, a New York financial services firm. After a year and a half on the job, she earns $29,000 a year with full benefits and stock options.

Felicia Booker, who is blind, needed public assistance after the birth of her first child, but she got "tired of sitting around the house and tired of not having enough money." She enrolled in a six-week training program that led to a position at a computer programming company. Now, she works for A.G. Edwards in St. Louis, Mo., earning $46,000 a year.

Tonya Oden was caring for her three children with the help of public assistance when she heard about a training program at Cessna Aircraft Co.'s 21st Street Subassembly Facility in Wichita, Kan. She enrolled and was the first trainee to become an inspector at the facility, where she now earns $12 an hour.

The stories of these women tell us that welfare reform is working -- that with opportunities and support, people can move successfully from welfare to work. But, on closer inspection, they tell us much more. Welfare reform has not only been good for individuals and their families, it has also been good for American businesses.

Companies from the Fortune 500 to the smallest firm have been surprised to find that there is less turnover -- and therefore less cost for rehiring and retraining -- among the employees they've hired off the welfare rolls.

At United Airlines, a peer-mentoring program, along with on-the-job training and generous benefits, has contributed to a retention rate among welfare employees double that of non-welfare hires. United was so pleased with the success of its mentoring program that it was extended to all new workers this year.

Hygienic Service Systems, a small company in Red Wing, Minn., works closely with the local Department of Social Services, which screens and refers potential employees. Seventy percent stay on the job at least a year, compared with 40 percent of non-welfare workers.

At Salomon Smith Barney, the retention rate of 92 percent beats the 81 percent average for non-welfare hires in similar positions. The company has realized significant savings on expenditures for recruitment, hiring and temporary help.

Salomon Smith Barney also works with an agency to help identify and train welfare recipients for jobs. Candidates participate in a 16-week training program followed by a 16-week paid internship that combines on-the-job experience with specific skills.

United Airlines, Hygienic Service Systems and Salomon Smith Barney are all members of the Welfare to Work Partnership. A non-profit group, the Partnership was launched one year ago after the President called on American business to help move people off the welfare rolls and into jobs. There are now 5,000 participating businesses -- up from 105 when the group was formed. Last year alone, member companies hired 135,000 former welfare recipients. And now, the President has challenged Welfare to Work participants to double their welfare hires this year.

According to the Partnership's CEO and President, Eli Segal, there are several reasons that participating companies have been so successful. All provide mentoring or some kind of on-site job coaching. They don't try to recruit, hire and train by themselves. They work with government or non-profit organizations to get the help they need. They offer attractive benefit packages. And they don't compromise their standards. They require and expect those coming off the welfare rolls to perform as well as any other entry-level employee.

Since my husband took office, the welfare rolls have declined by 37 percent -- from 14.1 million to 8.9 million -- and each day, people who used to rely on the government for support begin to stand on their own two feet. But our job is not done.

Some communities need additional help as people make the transition from welfare to work. Last year's balanced budget agreement provides $3 billion in welfare-to-work grants to help the hardest-to-place candidates.

The President's child-care initiative would provide much-needed help for working parents, and he has proposed the funding of vouchers for those who need housing assistance to get or keep their jobs. And we need to find even more private-sector jobs.

But let's not forget the success stories. Let's thank the Partnership for all it has accomplished already. And let's give credit to the people who've done the really hard work -- and who've got the most to show for it -- people like Rhonda Costa. At the White House last week, as her two daughters beamed with pride, Rhonda summed up her experience when she said, "It feels good to be needed."

To find out more about Hillary Rodham Clinton and read her past columns, visit the Creators Syndicate web page at www.creators.com.

DRAFT 3/31/97

WELFARE-TO-WORK FOUNDATION BRIEFING
APRIL 3, 1997
BY ELI SEGAL

I. PURPOSE OF MEETING

The purpose of this meeting is to brief members of the White House, the Cabinet, and other government personnel on the Welfare-to-Work Foundation ("the Foundation"), which will work closely with the business community to implement the new Personal Responsibility and Work Opportunity Reconciliation Act ("PRWORA") of 1996, by moving welfare recipients to jobs in the private sector.

II. MISSION OF WELFARE-TO-WORK FOUNDATION

A. **Moving welfare recipients to work.** America faces a challenge of historic importance: to help those on public assistance prepare for and obtain employment. In order for our nation to be strong in the next century, we must begin now to ensure that all of our citizens' talents are utilized, and that all citizens have the opportunity to fully contribute.

B. **The Foundation's efforts are directed toward the business community rather than welfare recipients.** The focus of the Foundation is to provide businesses with the information they need to hire welfare recipients including a "best practices" manual of ways to facilitate the hiring and retention of welfare recipients in jobs; a listing of businesses in their communities that previously have hired welfare recipients; and a listing of organizations (including intermediaries, community colleges, and non-profits) that provide job training and other services with which partnerships will be productive.

C. **The Foundation is non-partisan.** The Foundation's staff and Board will consist of members of both major political parties because the success of moving welfare recipients to work depends on everyone working together to meet this challenge and achieve this goal.

D. **The Foundation will prod businesses.** The Foundation is unlikely to lobby or request funds from government (vs. foundations). The Foundation will be more hands on than organizations like Partnership for a Drug Free America, but it is unlikely that the Foundation will run programs itself. The Foundation's mission is to proselytize, mobilize, and reward companies that hire and retain those formerly on public assistance.

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--**Non-profit 501(c)(3) corporation**

--**"Founding Board."** The Founding Board will be the CEOs of the five companies that the President listed in his State of the Union Address: Burger King, Monsanto, Sprint, United Airlines, and UPS. The Chair will be United's CEO, Gerald Greenwald. Hopefully, Marriott will join us as well.

--**Funding.** Funding will be provided by the companies who join as members. We anticipate that there will be pledges by the companies who join both in terms of hiring and monetary donations. The five Founding Board members have each agreed to a minimum of $100,000 to support the Foundation's efforts. The Foundation's first-year budget is anticipated to be $2,000,000, but the Foundation is likely to raise double this amount in 1997. There is no immediate plan to be a grant-maker, but this could change over time.

--**Board of Directors and Membership.** The Foundation is expected to have a Board of Directors of approximately 30 members, composed of businesses of all sizes and from all sectors. All companies will be encouraged to join, provided they are prepared to make a commitment to use their resources to help move people from welfare to work. The Foundation has a goal of achieving a membership of approximately 5000 companies in the first year, with each of these companies making a "pledge" to hire at least one welfare recipient.

IV. ACTIVITIES OF THE FOUNDATION

1. HIRING

Pledges. Companies would pledge to hire or apprentice workers.

Awards. The Foundation will bestow recognition on participating companies, creating an appropriate program such as the *American Business Award.*

Consortium. Companies would agree to be part of a consortium, an ever-expanding group of businesses that would seek to hire workers who had left public assistance and received training or acquired entry-level positions at other member businesses.

Targeted Companies. It is planned that growing companies, or so-called intermediaries (job placement businesses) will participate in the program.

2. **EDUCATION**

Business Outreach. The Foundation will be a comprehensive source of information to businesses interested in finding potential employees and uncovering what public and private resources are available. The Foundation will facilitate contacts between business people who have experience with employees who are former welfare recipients and companies interested in hiring employees who have received public assistance. The outreach effort will utilize a widely-publicized toll-free telephone number.

Training. The Foundation will coordinate the use of company resources to aid in training workers, including using the training universities of companies (approximately 110 are in existence) and creating a human resources speakers' bureau to discuss successful programs with business leaders as well as prospective employees.

Recommendations to Government. The Foundation could seek to hold hearings and/or produce a report on what changes government should make to ease hiring of welfare recipients.

V. PROJECTS FOR THE NEXT THREE MONTHS.

1. Create a database of organizations. This database would include those organizations that help place persons in nonsubsidized, private jobs. Organizations to be listed would include those providing training services, education, counseling, substance-abuse, and follow-up services to those persons already placed in jobs. Examples of intermediaries are America Works in New York City and the Center for Employment Training in San Jose, California.

   A. In trying to create this database, the Foundation would like to utilize existing resources like the Department of Labor's Job Training Partnership Act. Currently, it appears that approximately 120,000 persons receiving public assistance are placed in jobs through the JTPA program. The Foundation would like to collect a database of all the businesses and training programs that participate in the program.

2. Create a database of "mentoring businesses." This database would include a list of businesses who have hired welfare recipients in the past.

3. Establishment of a "1-800" number. The Foundation will establish a "1-800" number to provide information to businesses that are interested in hiring persons receiving public assistance.

4. <u>Challenge events</u>. The Foundation envisions a kick-off event that is substantive as well as message-oriented. To this end, the Foundation anticipates having the five CEOs of our Founding Board announce a regional challenge such as *The Detroit Challenge*. At this event, the region would challenge itself to hire a specified number of welfare recipients in the next year. (The Foundation would anticipate holding a follow-up event in a year to see how the goal was met.)

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   A. A standard best-practices manual. The Foundation hopes to receive the assistance of the National Alliance of Business and the National Governors' Association in preparing this document.

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6. <u>Awards events</u>. Honoring CEOs and companies which have achieved significant results.

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Eli Segal / WTW

MEMORANDUM

TO: Tom Freedman

FROM: Eli Segal

DATE: March 3, 1998

IN RE: Welfare to Work Progress

---

(1) I enclose a memo to the President which he will get today.

(2) We're collating news accounts of the President and The Welfare to Work Partnership which will focus on two State of the Unions, launch in the East Room, St. Louis and Wichita.

(3) Reference Wirthlin Survey, almost all of the data is encouraging. Wirthlin interviewed 400 of our 3,000 partners with margin of error of ± 4.9%. Here are the basic conclusions:

- (a) 92% think that the country is "moving in the right direction in working to address welfare issues";
- (b) 64% have hired welfare recipients in the last year and 76% expect to do so in 1998;
- (c) 72% of the hires have been for full time positions;
- (d) 76% think that the new hires have been "good, productive employees";
- (e) former welfare recipients are receiving substantial benefits [72% medical and 55% mentoring (but only 22% transportation subsidies and 17% child care)];
- (f) this one is good for the ego – 77% are totally satisfied with The Welfare to Work Partnership.

Two conclusions which we need to look into more are: use of the welfare opportunities tax credit; and retention rates where I think we're going to see strong differentials between large and small companies. (Only 22% are using the tax credit; 47% cite a lower retention rate of welfare to work hires.)

(4) Overall, these results are great for us. All of us need to finish the job. On or around May 20 would be an ideal forum for the President to indicate that he's in this for the long haul.

######

EJS/amrb
encl(s)

welfare to work / 4W,

EK/Christa/CR/
Tom —
Let's push
for this.
-BR

MEMORANDUM

TO: The President

FROM: Eli J. Segal CP

DATE: February 27, 1998

RE: Welfare to Work Progress

This is both an update and a request for your time on or about May 20.

Things look very good. The size of the welfare rolls continues to decline despite the cynics who have tried to set off alarm bells about the evaporation of job ready welfare recipients. The evidence mounts that companies who initiate thoughtful programs are seeing higher retention levels among former welfare recipients than among other entry level employees. The money flowing to the states is already having a dramatic effect on the provision of child care.

On top of these developments, Labor's $3 billion for state and local communities and HHS's $1 billion of bonus money for states with superior programs will accelerate the pace of welfare to work. The yet to be enacted HHS, HUD and DOT initiatives, the strong support of SBA and the Vice President (government hiring and mentoring efforts) and the Treasury's engagement on several issues, especially the effectiveness of tax incentives, are also reasons for optimism.

Then there is the success of The Welfare to Work Partnership. Only an idea one year ago, we are on our way to 5,000 businesses from all sectors and regions by the Spring (including at least 35 of the Fortune 100). With presidential events (you've done three already apart from the last two State of the Union addresses), a PSA campaign, how to manuals, Wirthlin surveys of partners, 24 governors supporting our efforts, a highly targeted "cities" campaign to be launched in April and awards ceremonies for successful small and large companies, there is much for all of us to crow about. While major hurdles remain, particularly transportation and the unique needs of small businesses, the immediate future is very encouraging.

Which brings me to the purpose of this memo. May 20 is the anniversary of The Welfare to Work Partnership. If the White House is prepared to commit in advance to a mid-May event, perhaps in the East Room like last year, we could put together a truly astonishing spectacle. Driven as much by results as new challenges, we can really make the case that the old welfare system is dead. Great success stories, launching the television PSA campaign, announcing 5,000 partners with your challenging us to be at 10,000 by the end of the year, reporting on strong retention patterns – all of this could make for a memorable day. I'm told that both May 20 and May 21 are possible for this purpose.

Therefore, this request. If you share my enthusiasm and sense of the historical possibilities, I'm wondering if you could so indicate so we can lock up the day and then the details. I know this isn't the ordinary way to schedule. It's just that we'll need sufficient time to build towards the kind of event that circumstances justify.

######

EJS/amrb

THE WELFARE TO WORK PARTNERSHIP

FACSIMILE TRANSMITTAL SHEET

TO: Bruce Reed	FROM: Eli J. Segal
COMPANY: The White House	DATE: March 3, 1998
FAX NUMBER: (202) 456-~~2249~~ 2878	TOTAL NO. OF PAGES INCLUDING COVER: 3
PHONE NUMBER: (202) 456-6262	SENDER'S EXTENSION NUMBER: 307
IN RE: Attached memo	

☐ URGENT ☐ FOR REVIEW ☐ PLEASE COMMENT ☐ PLEASE REPLY ☐ PLEASE RECYCLE

NOTES/COMMENTS:

Dear Bruce,

I've forwarded this memo to the President, and would love to discuss it with you at your convenience.

Regards,

EJS / amg

Eli

1250 CONNECTICUT AVENUE, NW
SUITE 610
WASHINGTON, DC 20036
PHONE (202) 955-3005 • FAX (202) 637-9195

DRAFT 3/31/97

WELFARE-TO-WORK FOUNDATION BRIEFING
APRIL 3, 1997
BY ELI SEGAL

I. PURPOSE OF MEETING

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Tom

Kathy Wallin

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COVER FLAP:

THE WELFARE TO WORK FOUNDATION

A PROJECT OF AMERICAN BUSINESS

"HOW WE CAN HELP YOUR BUSINESS"

GRAPHIC OF PERSON LEAVING HOME WITH LUNCH PAIL, GOING TO WORK IN 3/4 SHADE.

ADDRESS
E-MAIL
PHONE

FACING FLAP

WHAT THE WELFARE TO WORK FOUNDATION CAN DO FOR YOU

1. WE OFFER YOU HELP IN FINDING QUALIFIED WORKERS

TEXT

2. WE OFFER YOU SUPPORT IN TRAINING AND RETAINING THESE EMPLOYEES

* BUSINESS TO BUSINESS ADVICE
TEXT

* THE BEST BUSINESS SUPPORT MATERIAL
TEXT

3. WHAT YOU CAN DO, EVEN IF YOU DON'T HAVE A JOB TO OFFER
TEXT

QUOTE FROM GREENWALD

HOW YOU CAN REACH US

-- NO COST
--AWARD PROGRAM

INSIDE FLAP;

PLEASE JOIN US IN KEEPING AMERICA STRONG

We believe America faces a challenge of historic importance: to help those on public assistance prepare for and obtain employment. We believe that in order for our nation to be strong in the next century, we must begin now to ensure that all our citizens' talents are utilized, and that all citizens have the opportunity to contribute. Therefore, as business leaders and CEO's in the private sector, we accept the challenge to help those seeking to make the transition from governmental dependence.

We know that government alone will not be able to provide employment for the many, many Americans who are seeking to obtain employment. We offer our commitment to help solve this problem in tangible ways through education, training and hiring with a pledge that this organization will be non-profit, national in focus, and open to all like-minded businesses.

Our Commitment is made without regard to political affiliation. We believe that helping Americans obtain training and employment opportunities is the shared task of every American, and we rise to meet that challenge not out of partisanship, but from the knowledge that our nation's success depends on all of us working together.

signed by the 5 ceo's

quote fromBill Clinton

quote from Colin Powell

quote from Bob Dole

BACK FLAP

WHO, WHAT, WHERE, WHEN, WHY, HOW

WHO

The founding members of the Foundation are the chief executives of Burger King, Monsanto, Sprint, United Airlines, and the United Parcel Service. in the next two years, the Foundation expects its membership to expand into the thousands. Please Join Us.

WHAT

The Welfare to Work Foundation, an organization of businesses of all types from across America, will reach out-- business to business--to encourage companies to hire Americans who have been receiving public assistance.

HOW

The Foundation will encourage businesses to participate by providing logistical and informational support to companies and by organizing the business community regionally and with nationally publicized events.

WHY

Under the 1996 welfare reform law, welfare recipients will no longer be eligible, in general, after five years of receiving assistance. The Foundation seeks to ensure these Americans have employment opportunities.

WHERE

The Foundation is located at 1250 Connecticut Ave. NW, Washington DC. The phone number for the foundation is 800- xxxxxxx.

WHEN

The Welfare to Work Foundation, a non-profit, was formally incorporated April 1, 1997.

INFORMATION OUTREACH PROJECT

AMERICAN PUBLIC WELFARE ASSOCIATION PRESENTATION
MARCH 24, 1997

THE SOUTHERN INSTITUTE
on Children and Families

Sarah C. Shuptrine
President

Post Office Box 5345
Columbia, South Carolina 29250
(803) 779-2607

DISTRIBUTION OF STUDY RECIPIENTS ON THE BENEFIT CONSIDERED MOST IMPORTANT TO ACCEPT A FULL TIME JOB

MOST IMPORTANT	PERCENTAGE OF RECIPIENTS
Child Care	48%
Medicaid For Children	32%
Transportation	12%
Food Stamps	6%
Medicaid For Myself	3%
TOTAL	100%

Source: Southern Institute on Children and Families, 1994. Data collected from recipient interviews in Charlotte, North Carolina and Nashville, Tennessee.

MOST OFTEN CITED SUGGESTION BY STUDY RECIPIENTS TO IMPROVE THE WELFARE SYSTEM

68% OF THE STUDY RECIPIENTS SUGGESTED THAT BENEFITS SHOULD BE GRADUALLY REDUCED TO HELP FAMILIES LEAVE WELFARE.

Source: Southern Institute on Children and Families, 1994. Data collected from recipient interviews in Charlotte, North Carolina and Nashville, Tennessee.

PERCENTAGE OF AFDC RECIPIENTS PROVIDING INCORRECT RESPONSES TO THE IMPACT OF EARNINGS ON BENEFITS	
BENEFIT	**PERCENTAGE PROVIDING INCORRECT RESPONSES**
AFDC	24%
Food Stamps	6%
Medicaid	76%
Child Care	47%
Housing	24%

Source: Southern Institute on Children and Families, 1994. Data collected from recipient interviews in Charlotte, North Carolina and Nashville, Tennessee.

GEORGIA INFORMATION OUTREACH PROJECT
RESULTS OF FOCUS GROUP PRETESTS — 1996
RECIPIENTS

- **55%** did not understand that if parents get off welfare because of work, their children would be able to get Medicaid.

- **57%** did not understand that even if a child's parents live together, a child can get Medicaid.

- **59%** did not know about the availability of Transitional Medicaid Assistance for up to one year.

- **41%** did not know that a paycheck plus money from the Earned Income Tax Credit (EITC) is much greater than a welfare check.

- **39%** did not understand that if parents get off welfare because of work, they can get help with child care expenses for up to one year.

Source: Southern Institute on Children and Families, 1996.

GEORGIA INFORMATION OUTREACH PROJECT
RESULTS OF FOCUS GROUP PRETESTS — 1996
EMPLOYERS

- **21%** did not know that children do not have to be on welfare to be eligible for Medicaid coverage.

- **43%** did not know about the availability of Transitional Medicaid coverage for up to one year.

- **50%** did not understand that the Earned Income Tax Credit (EITC) is available to low income working families regardless of whether or not they owe taxes.

- **86%** did not understand that they could add a portion of the Earned Income Tax Credit (EITC) to the employee's paycheck each pay period.

- **50%** did not know about the availability of Transitional Child Care benefits for up to one year.

Source: Southern Institute on Children and Families, 1996

RECIPIENTS
PERCENTAGE OF CORRECT ANSWERS ON THE PRETEST AND POST TEST, BY PROGRAM

PROGRAM	PRETEST	POST TEST
Earned Income Tax Credit	41%	86%
Medicaid	38%	81%
Child Care	76%	93%

Source: Southern Institute on Children and Families, 1996. Data collected for the Georgia Information Outreach to Reduce Welfare Dependency Project.

EMPLOYERS
PERCENTAGE OF CORRECT ANSWERS ON THE PRETEST AND POST TEST, BY PROGRAM

PROGRAM	PRETEST	POST TEST
Earned Income Tax Credit	38%	100%
Medicaid	61%	96%
Child Care	50%	100%

Source: Southern Institute on Children and Families, 1996. Data collected for the Georgia Information Outreach to Reduce Welfare Dependency Project.

MEMORANDUM

TO: The President

FROM: Eli J. Segal CP

DATE: February 27, 1998

RE: Welfare to Work Progress

This is both an update and a request for your time on or about May 20.

Things look very good. The size of the welfare rolls continues to decline despite the cynics who have tried to set off alarm bells about the evaporation of job ready welfare recipients. The evidence mounts that companies who initiate thoughtful programs are seeing higher retention levels among former welfare recipients than among other entry level employees. The money flowing to the states is already having a dramatic effect on the provision of child care.

On top of these developments, Labor's $3 billion for state and local communities and HHS's $1 billion of bonus money for states with superior programs will accelerate the pace of welfare to work. The yet to be enacted HHS, HUD and DOT initiatives, the strong support of SBA and the Vice President (government hiring and mentoring efforts) and the Treasury's engagement on several issues, especially the effectiveness of tax incentives, are also reasons for optimism.

Then there is the success of The Welfare to Work Partnership. Only an idea one year ago, we are on our way to 5,000 businesses from all sectors and regions by the Spring (including at least 35 of the Fortune 100). With presidential events (you've done three already apart from the last two State of the Union addresses), a PSA campaign, how to manuals, Wirthlin surveys of partners, 24 governors supporting our efforts, a highly targeted "cities" campaign to be launched in April and awards ceremonies for successful small and large companies, there is much for all of us to crow about. While major hurdles remain, particularly transportation and the unique needs of small businesses, the immediate future is very encouraging.

Which brings me to the purpose of this memo. May 20 is the anniversary of The Welfare to Work Partnership. If the White House is prepared to commit in advance to a mid-May event, perhaps in the East Room like last year, we could put together a truly astonishing spectacle. Driven as much by results as new challenges, we can really make the case that the old welfare system is dead. Great success stories, launching the television PSA campaign, announcing 5,000 partners with your challenging us to be at 10,000 by the end of the year, reporting on strong retention patterns – all of this could make for a memorable day. I'm told that both May 20 and May 21 are possible for this purpose.

Therefore, this request. If you share my enthusiasm and sense of the historical possibilities, I'm wondering if you could so indicate so we can lock up the day and then the details. I know this isn't the ordinary way to schedule. It's just that we'll need sufficient time to build towards the kind of event that circumstances justify.

######

EJS/amrb

Sidney was a journalist in the meetings with Dick Morris. He has a very, very lively mind, and lots of ideas went back and forth. Sidney usually has a point of view. But when he was bouncing ideas off of people, he was getting information too.

FAX COVER SHEET

TO :	White House
ATTN. :	Tom Friedman
FAX # :	202-456-7431
FROM :	THE WELFARE TO WORK PARTNERSHIP
FAX # :	202-955-1087
VOICE :	202-955-3005
DATE :	Tuesday, October 20, 1998 01:47 pm PT
PAGES :	1 (including cover sheet) ATTEMPTS : 1

The Welfare to Work Partnership *CityLink* Update

10/19/98

If you have any comments or requests regarding *CityLink*, please contact **Rachel Andre** at The Partnership, (202) 955-3005, ext. 329.

Note: This update only includes cities that have changes in their status since the previous update.

CHICAGO

Overview: The Partnership has been working with the Chicago Welfare Reform Task Force and has participated in two Employer Forums this year as well as a Train the Trainers Conference to build capacity within the service provider community. In March 1998, The Partnership released the Chicagoland Service Provider Directory, produced with the assistance of Sears, Roebuck and Co. and Bain Consulting. Currently, The Partnership is working with Chicagoland Business Partners, a new organization created by the Chicago Welfare Reform Task Force to identify and assist area businesses willing to hire individuals from public assistance. Georgina Heard, an executive on loan from United Airlines, will be heading the Chicagoland Business partners for the next two years.

Status:

- Adrian Dorris, Associate Director of Business Outreach at The Partnership and coordinator of The Partnership's newly developed SMART team, has been working with Georgina Heard to directly assist Chicagoland Businesses in finding job-ready workers. On October 7th, Adrian, along with Rodney Carroll, Vice President of Business Outreach at The Partnership, met with Chicagoland Business Partners to discuss pooling each organization's resources in a manner that best serves Chicago's business community. Specifically, the two organizations have agreed to establish their respective roles and responsibilities in a formal Memorandum of Understanding.
- Bill McCloud, on loan from the Illinois Department of Human Services, has joined Chicagoland Business Partners to develop relationships with the Chicago service provider community and express the needs of businesses to these agencies.

Next Steps: Finalize the Memorandum of Understanding between Chicagoland Business Partners and The Welfare to Work Partnership.

Partnership Deliverables: Service Provider Directory, two Employer Summits and a Train the Trainers Conference

Contact: **Adrian Dorris,** WTWP, (202) 955-3005

DALLAS

Overview: Since April, The Partnership and The Enterprise Foundation have been working to assess the workforce need in the Dallas area. To finalize the assessment, The Partnership organized a Business Roundtable on August 13 for 45 businesses representing all sizes and a broad range of sectors including business services, hospitality, food service, airline/travel, staffing/training, banking and construction. Employers emphasized the need for a better connection to service providers and expressed general dissatisfaction with the current system. To address the needs of the employers, The Partnership and Enterprise, with the support of many local employers, will host service provider "Resource Room" event, which will allow employers and service providers to discuss new and better systems.

Status:

- To address the needs of the employers, The Partnership and Enterprise hosted an Employer/Service Provider Forum, to enable employers and service providers to discuss new and better systems, on Friday, October 9, 1998 at the DFW Hilton, Grapevine, Texas. Turnout was very high, with 50 companies and 11 service providers in attendance. The Forum included presentations, a resource room and a strategy session in which 15 companies agreed to serve as advisors. At the session, companies discussed numerous challenges and solutions. The common issues included transportation, childcare and retention among former welfare recipients. Suggestions ranged from building on the success of the DFW Coalition to specific training needs of welfare recipients.

Partnership Deliverables: Resource Room event on October 9th

Contact: **Courtney Gerber**, WTWP, (202) 955-3005

LOS ANGELES

Overview: **Currently, The Partnership is working in an advisory role to plan and organize a How-to Business Conference on January 20, 1999 at the Los Angeles Convention Center. For more information, please call the local Welfare to Work Leadership office: 213-580-7572.**

The Partnership held its first national conference in Los Angeles on December 3, 1997. In January, it began working with a newly formed Welfare to Work Leadership group (with leadership support from ARCO, Los Angeles Business Advisors, LA Chamber of Commerce, the James Irvine Foundation and Community Partners). Led by former executives David Rattray & Nancy Hoisman, this group has cemented collaborative relationships among *all* public stakeholders through a Memorandum of Understanding (MOU). The Partnership and the Leadership group have also signed an MOU and work closely on a day-to-day basis

Status:

- **A regional How-to Business Conference will be held January 20, 1999.** WTWP is working to advise the local Welfare to Work Leadership group on conference format and outreach.

Partnership Deliverables: Memorandum of Understanding between The Partnership and the Welfare to Work Leadership, a How-to Conference to recruit 400+ business partners on January 20, 1999.

Contact: **Lisa Dawe or Tiffany Westover**, WTWP, (202) 955-3005
Nancy Hoisman, Executive Director, Welfare to Work Leadership, (213) 580-7570
Julia Gardner, Legislative Manager, LA Area Chamber of Commerce, (213) 580-7520

MIAMI

Overview: In July, The Partnership, together with Mayor Alex Penelas and the local Work and Gain Economic Self-Sufficiency (WAGES) board agreed to organize and sponsor a conference in March 1999. The objective of the conference is to recruit large, medium and small business to participate in hiring former welfare recipients. More than 500 businesses will be targeted in this effort. This will be an opportunity to highlight the Mayor's efforts, engage businesses and provide them with the tools to help them hire. A service provider Directory also will be released to employers at the conference.

Status:

- The Partnership and WAGES agreed to organize an employer focused conference in March 1999. The Partnership will work with the Mayor's office and WAGES to organize a local steering committee around the conference. The Partnership will confirm the conference date with Loews Hotel by 10/16.
- The Partnership met with national association chapters including the Florida Restaurant Association, Greater Miami & the Beaches Hotel Association, National Association of Women Business Owners, Greater Miami Convention and Visitors

Bureau, Roofing Contractors Association, Building Industry Association, Health Care Association, Association Executives and the Society for Human Resource Management. Each chapter agreed to engage its membership in the conference.

Next Steps: **Coordinate a city welfare to work conference for Miami businesses at the Miami Beach Loews Hotel in March 1999**

Partnership Deliverables: Service Provider Directory, How-to Conference to recruit 500+ business partners

Contact: **Tiffany Westover**, WTWP, (202) 955-3005

NEW ORLEANS

Overview: In March, The Partnership started working the Orleans Business Roundtable Committee, a group of local employers committed to helping former recipients find jobs, to plan and execute a local welfare to work forum. On April 27th, the Business Roundtable Committee (The Committee) hosted 250 local businesses, service providers and government officials in a half-day Employer Conference at Lockheed Martin. The Mayor, Secretary of Social Service and Secretary of Labor all participated. At the conference, The Committee announced a local Employee Finder for the eight Parish areas. Currently The Partnership is working with The Committee to develop local transportation solutions between the eight Parish regions and will again play an advisory role in a statewide conference in 1999.

Status:

- The Partnership is working with the Employers Task Force to develop a strategy to release the service provider guide. It will be complete later this month.

Next Steps: **The Partnership is working with the State Secretary of Labor to organize a luncheon for local Chamber leaders and the governor. The objective is to form a state business advisory group that will help recruit businesses. The lunch is scheduled for October 20th from 12 to 2 p.m. The Partnership is also helping to plan a statewide conference for sometime in early 1999.**

Partnership Deliverables: Service Provider Directory, How-to Conference, Governor Foster joined the Advisory Council, Advisory role to the Assistant Secretary of Labor

Contact: **Tiffany Westover**, WTWP, (202) 955-3005

ST. LOUIS

Overview: **Currently, The Partnership is working with Whelan Security and other businesses to organize a second job fair for early November (date delayed from late October).**

The first CityLink event was held on August 12, 1997, with President Clinton at the Mid.Tec manufacturing training facility. Since then, The Partnership has been working with Monsanto, the Regional Commerce & Growth Association, Enterprise Foundation, East-West Gateway Coordinating Council and the St. Louis Community Partnership to improve coordination among and facilitate communication between these key community stakeholders. Follow-up activities have included a Job Fair in October 1997, a How-to Conference in December 1997 and training for service providers in August 1998.

Status:

- **Job Fair for (and by) employers to be held mid-November (delayed several weeks). For more information contact: Joe Wieczorek at Whelan Security, (314) 962-9191.**
- The Enterprise Foundation convenes a service provider group who has agreed to a self-assessment of each other's work. Businesses can receive a guide to these

service providers.
- East-West Gateway Coordinating Council has begun work on an Employer Council, one of whose issues will be welfare to work.
- St. Louis Community Partnership has hired a staff member dedicated to welfare to work.

Partnership Deliverables: CityLink event on August 12, 1997, with President Clinton, Service Provider Directory, Coordinating mechanism for community players and a Job Fair with leading service providers in early November.

Contact: **Lisa Dawe** or **Tiffany Westover**, WTWP, (202) 955-3005

SAN FRANCISCO

Overview: **At the request of local community leaders, The Partnership is reviewing the possibility of an employer How-to Conference in late January/early February.**

The Partnership has been working very closely with San Francisco Works, a collaborative effort of the Committee on Jobs sponsored by the San Francisco Chamber of Commerce and the United Way, and Job Network, a collaborative effort of Small Business Network, Juma Ventures and Jewish Vocational Services since October 1997. In May, The Partnership helped facilitate a Memorandum of Understanding between SF Works and Job Network. The Partnership is working with both organizations to explore opportunities with the Commonwealth Club to present the welfare to work issue to key CEOs and local business leaders.

Status:
- SF Works and Job Network (small business program) continue their training, internship and placement work. Job Network received major grant from Haas Foundation to continue work.
- Groundwork laid for wider business outreach effort in Oakland, South Bay, San Jose.
- Eli addressed the SF Chamber delegation during the workforce development portion of their site-visit to Boston September 25th.

Next Steps: Convene stakeholders for Bay Area-wide conference planning meeting.

Partnership Deliverables: Memorandum of Understanding between SF Works and Job Network, How-to Conference to recruit 800+ Business Partners

Contact: **Lisa Dawe** or **Tiffany Westover** WTWP, (202) 955-3005

WASHINGTON, DC

Status:
- Hyatt/CIC Service Provider Guide: Hyatt, in collaboration with CIC Enterprises and The Welfare to Work Partnership, is developing a Service Provider Guide for distribution to Washington Metropolitan businesses. This guide will be released at the Employers' Forum in DC.
- **Welfare to Work Employers' Forum: to be held on November 18 at the MCI Center, from 8:00 a.m. to 2:00 p.m. We expect 400 Metropolitan Washington, DC-Area businesses at the event. A resource room will be set-up to help businesses make the connection with area service providers.**
- The Enterprise Foundation, The Partnership, and four District service providers have developed a Memorandum of Understanding (MOU) that will create a "one-stop" for The Partnership's Business Partners to access work-ready welfare recipients.

Metropolitan DC-area businesses will be able to call Enterprise Foundation to place job orders and the service providers will fulfill the orders. This group of service providers called DC Works received funding from the U.S. Department of Labor's Welfare to Work Competitive Grants and The Enterprise Foundation is creating and funding the job developer position. The MOU was signed on October 1, and the program is expected to be running by mid-November. If an area business has a hiring need now, they should call Tony Russo at 304-876-3626.

Next Steps:

- **Business Partners and Partnership staff have begun to outreach to Metropolitan Washington, DC.-area businesses to attend the Employers' Forum on November 18, and to pledge to hire and retain one welfare recipient without displacing other workers.**

Contact: **Elisa Johnson**, WTWP, (202) 955-3005

FAX COVER SHEET

TO :	White House
ATTN. :	Tom Freedman
FAX # :	202-456-7431
FROM :	THE WELFARE TO WORK PARTNERSHIP
FAX # :	202-955-1087
VOICE :	202-955-3005
DATE :	Monday, November 2, 1998 02:39 pm
PAGES :	1 (including cover sheet) ATTEMPTS : 2

Welfare to work

The Welfare to Work Partnership *CityLink* Update

11/2/98

If you have any comments, questions or requests regarding *CityLink* please contact **Rachel Andre** at The Partnership, (202) 955-3005, ext. 329.

Note: This update only includes cities that have changes in status since the previous update.

DENVER

Overview: In March, The Partnership started working with the Governor's office, Mayor Webb, county workforce development agencies, the service provider community and Denver Business Partners to discuss how to better meet employers workforce needs. As a result of several collaborative meetings, a coalition was formed with representatives from private and public sectors including The Partnership, the Mayor's office, The Piton Foundation, Denver Metro Chamber of Commerce and local employers. The coalition sponsored a Denver Metro Workforce Development Summit on October 28. The Partnership has also been working with the Denver Urban Redevelopment Authority (DURA) to find job-ready workers for a new urban mall opening in downtown Denver that will create 1,000 new jobs.

Status:

- Over 500 Denver-area employers attended the Denver Metro Workforce Summit on October 28 to learn more about recruitment, retention and retraining in a tight labor market. The City of Denver Office of Employment and Training unveiled an Employer's Desk at the One-Stop Career Center.
- The Partnership and Enterprise are also continuing to support the efforts of the Denver Employment Alliance and the coalition of Denver Metro Workforce Development agencies to build capacity to support workforce need.

Next steps: The Partnership will continue to work with the coalition of Denver organizations including the Mayor's office, The Piton Foundation, Denver Metro Chamber of Commerce and local employers to plan a coordinated follow-up to the Denver Workforce Summit. Elements of this follow-up will include the production of a summary of the conference for businesses and service providers, continued coordination of the Denver Employment Alliance and support of the newly created Employer's Desk at the One Stop Career Center.

For more information on the conference, please call Courtney Gerber at (202) 955-3005, ext. 326

Partnership Deliverables: Workforce Development Summit - How-to Conference on October 28th, Colorado Workforce Coordinating Council's Consumer Directory

Contact: **Courtney Gerber,** WTWP, (202) 955-3005

LOS ANGELES

Overview: **Currently, The Partnership is working in an advisory role to plan and organize a How-to Business Conference on January 20, 1999 at the Los Angeles Convention Center. For more information, please call the local Welfare to Work Leadership office: 213-580-7572.**

The Partnership held its first national conference in Los Angeles on December 3, 1997. In January, it began working with a newly formed Welfare to Work Leadership group (with leadership support from ARCO, Los Angeles Business Advisors, LA Chamber of Commerce, the James Irvine Foundation and Community Partners). Led by former executives David Rattray & Nancy Hoisman, this group has cemented collaborative relationships among *all* public stakeholders through a Memorandum of Understanding (MOU) and is working aggressively to reach out to businesses throughout the region.

Status:

- **A regional How-to Business Conference will be held January 20, 1999.** WTWP is working to advise the local Welfare to Work Leadership group on conference format and outreach.

Partnership Deliverables: Memorandum of Understanding between The Partnership and the Welfare to Work Leadership, How-to Conference to recruit 400+ business partners on January 20, 1999

Contact: **Lisa Dawe** or **Tiffany Westover,** WTWP, (202) 955-3005
Nancy Hoisman, Executive Director, Welfare to Work Leadership, (213) 580-7570
Julia Gardner, Legislative Manager, LA Area Chamber of Commerce, (213) 580-7520

NEW ORLEANS

Overview: In March, The Partnership started working with the Orleans Business Roundtable Committee, a group of local employers committed to helping former recipients find jobs, to plan and execute a local welfare to work forum. On April 27th, the Business Roundtable Committee (The Committee) hosted 250 local businesses, service providers and government officials in a half-day Employer Conference at Lockheed Martin. The Mayor, Secretary of Social Services and Secretary of Labor all participated. At the conference, The Committee announced a local Employee Finder for the eight Parish areas. **Currently The Partnership is working with The Committee to develop local transportation solutions between the eight Parish regions and will again play an advisory role in a statewide conference in 1999.**

Status:

- The Partnership is working with the Employers Task Force to develop a strategy to release the service provider guide. It will be complete later this month.
- On October 20th the Governor, select Chamber leaders, the Secretary of Labor and welfare to work leaders met to discuss ways to engage businesses around welfare to work. The conference was a great success. As follow up, these key players will meet with a broader group of Chamber representatives from

across the state on December 2nd.

Next Steps: **The Partnership is helping to plan a statewide conference to take place in early 1999.**

Partnership Deliverables: Service Provider Directory, How-to Conference, Governor Foster joined the Advisory Council, advisory role to the Assistant Secretary of Labor

Contact: **Diana Warner,** WTWP, (202) 955-3005

ST. LOUIS

Overview: **Currently, The Partnership is working with UPS, Whelan Security, United Way and the RCGA to organize a second job fair for November 5th.**

The first CityLink event was held on August 12, 1997, with President Clinton at the Mid.Tec manufacturing training facility. Since then The Partnership has been working with Monsanto, the Regional Commerce & Growth Association, Enterprise Foundation, East-West Gateway Coordinating Council and the St. Louis Community Partnership to improve coordination among and facilitate communication between these key community stakeholders. Follow-up activities have included a Job Fair in October 1997, a How-to Conference in December 1997 and training for service providers in August 1998.

Status:

- **Job Fair for (and by) employers to be held on November 5th. For more information contact: Jeff Sauter at UPS: 314-344-3763.**
- The Enterprise Foundation convenes a service provider group who has agreed to a self-assessment of each other's work. Businesses can receive a guide to these service providers.
- East-West Gateway Coordinating Council has begun work on an Employer Council, one of whose issues will be welfare to work.
- St. Louis Community Partnership has hired a staff member dedicated to welfare to work.

Partnership Deliverables: CityLink event on August 12, 1997, with President Clinton, Service Provider Directory, coordinating mechanism for community players, Job Fair with leading service providers on November 5th

Contact: **Lisa Dawe** or **Tiffany Westover,** WTWP, (202) 955-3005

SAN ANTONIO

Overview: In June, The Partnership participated in a welfare to work town hall meeting moderated by Vice President Al Gore in San Antonio. Since that meeting, The Partnership, in collaboration with The Enterprise Foundation, has formed a vital relationship with the Alamo Workforce Development Board (AWDB)—the city's key provider of welfare to work services—and the San Antonio Human Resource Management Association. These groups are sponsoring a working group of San Antonio business professionals who will shape an outreach strategy to area businesses. The San Antonio Welfare to Work Employer Roundtable will hold its second meeting on November 10. **In spring of 1999, The Partnership will play an advisory role in a How-to Conference sponsored by the AWDB.**

Status:

- The Partnership and the Enterprise Foundation joined forces with the Alamo Workforce Development Board and the San Antonio Human Resource Management Association (SAHRMA) to host an Employer Roundtable on October 29th. Area employers discussed their experiences hiring welfare recipients and made a commitment to help guide The Partnership's business outreach strategy. A working group was formed with the charge of creating work-readiness standards that providers can use as a guideline in preparing welfare recipients for the workforce. The group will reconvene on November 10 to discuss the creation of a service provider directory and the possibility of a welfare to work conference later in the year. The Roundtable will also review the proposed work-readiness guidelines drafted by the Work-Readiness Standards Committee.
- The Partnership has also formed a relationship with Citicorp and is excited to help them link with a comprehensive call center training program being developed by Northwest Vista Community College. Call centers represent a major source of jobs in San Antonio and face serious entry-level workforce needs.

Next Steps:

- Second Employer Roundtable meeting to be held on November 10.
- Coordinate meeting of area call center representatives and with representatives of community college training program.

Partnership Deliverables: Citicorp and HUD Service Provider Directory, 1999 How-to Conference to recruit 300+ businesses

Contact: **Marco Argentieri** or **Tiffany Westover**, WTWP, (202) 955-3005

SAN FRANCISCO

Overview: **Currently, The Partnership is working with local stakeholders to design a Bay Area-wide How-to Conference for 800 to 1,000 businesses in early February 1999.**

The Partnership has been working very closely with San Francisco Works, a collaborative effort of the Committee on Jobs sponsored by the San Francisco Chamber of Commerce and the United Way, and Job Network, a collaborative effort of Small Business Network, Juma Ventures and Jewish Vocational Services since October 1997.

Status:

- SF Works and Job Network (small business program) continue their training, internship and placement work.
- Groundwork laid for wider business outreach effort in Alameda, Contra Costa, San Mateo and Santa Clara Counties.

Next Steps:

- Create implementation plan and timeline for Bay Area-wide conference. Identify additional community stakeholders and business leaders throughout Bay Area.
- Explore possibility of creating a Bay Area-wide service provider guide in partnership with United Way.

Partnership Deliverables: How-to Conference to recruit 800+ Business Partners.

Contact: **Lisa Dawe** or **Tiffany Westover** WTWP, (202) 955-3005

SEATTLE

Overview: In late 1997, The Partnership began collaborating with Washington Works, a local welfare to work service provider and the local Puget Sound planning committee to develop a strategy to engage the Seattle business community in welfare to work. In the beginning of 1998, The Boeing Company agreed to host a CEO breakfast for Puget Sound business leaders and a half-day conference for middle management and human resource managers. The planning group of local corporations, small businesses, government agencies, labor representatives and community-based organizations and The Partnership convened a conference of 400 businesses at The Boeing Company Auditorium on June 12th. Prior to the conference, 150 business leaders, Governor Locke, Seattle Mayor Schell and King County Executive Ron Sims gathered at the Museum of Flight to learn about welfare to work. Currently The Partnership is working with Washington Works to set up a distribution system for the Service Provider Directory, funded by HUD, which will be completed in late November.

Status: A Welfare to Work Leadership Breakfast and Welfare to Work Forum were held on June 12th, sponsored by Boeing and Washington Works. Both events were highly successful and filled to capacity.

Next Steps:

- SBA will host three Welfare to Work Employers' Forum Roundtable Sessions in 1999 with proceeds going to Washington Works. The sessions will be as follows: January 28th, Employer Retention; February 18th, Employee Access to Child Care Options; and March 18th, Employee Access to Transportation Options. The cost is $15 per session and will be from 7:30 to 9:00am.
- Service Provider Guide to be released in December. Follow up underway to June 12th events. To engage in follow-up events or receive the Puget Sound Blueprint for Business, please call Karen Furia at (888) 296-7011, or visit the Web site: www.wa.gov/esd/eforum

Partnership Deliverables: How-to Conference, Service Provider Directory, Web site

Contact: **Sarah McGinley** or **Tiffany Westover**, WTWP, (202) 955-3005

FAX COVER SHEET

TO :	White House
ATTN. :	Tom Freedman
FAX # :	202-456-7431
FROM :	THE WELFARE TO WORK PARTNERSHIP
FAX # :	202-955-1087
VOICE :	202-955-3005
DATE :	Monday, November 2, 1998 02:39 pm
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WIW

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11/2/98

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DENVER

Overview: In March, The Partnership started working with the Governor's office, Mayor Webb, county workforce development agencies, the service provider community and Denver Business Partners to discuss how to better meet employers workforce needs. As a result of several collaborative meetings, a coalition was formed with representatives from private and public sectors including The Partnership, the Mayor's office, The Piton Foundation, Denver Metro Chamber of Commerce and local employers. The coalition sponsored a Denver Metro Workforce Development Summit on October 28. The Partnership has also been working with the Denver Urban Redevelopment Authority (DURA) to find job-ready workers for a new urban mall opening in downtown Denver that will create 1,000 new jobs.

Status:

- Over 500 Denver-area employers attended the Denver Metro Workforce Summit on October 28 to learn more about recruitment, retention and retraining in a tight labor market. The City of Denver Office of Employment and Training unveiled an Employer's Desk at the One-Stop Career Center.
- The Partnership and Enterprise are also continuing to support the efforts of the Denver Employment Alliance and the coalition of Denver Metro Workforce Development agencies to build capacity to support workforce need.

Next steps: The Partnership will continue to work with the coalition of Denver organizations including the Mayor's office, The Piton Foundation, Denver Metro Chamber of Commerce and local employers to plan a coordinated follow-up to the Denver Workforce Summit. Elements of this follow-up will include the production of a summary of the conference for businesses and service providers, continued coordination of the Denver Employment Alliance and support of the newly created Employer's Desk at the One Stop Career Center.

For more information on the conference, please call Courtney Gerber at (202) 955-3005, ext. 326

Partnership Deliverables: Workforce Development Summit - How-to Conference on October 28th, Colorado Workforce Coordinating Council's Consumer Directory

Contact: **Courtney Gerber**, WTWP, (202) 955-3005

LOS ANGELES

Overview: **Currently, The Partnership is working in an advisory role to plan and organize a How-to Business Conference on January 20, 1999 at the Los Angeles Convention Center. For more information, please call the local Welfare to Work Leadership office: 213-580-7572.**

The Partnership held its first national conference in Los Angeles on December 3, 1997. In January, it began working with a newly formed Welfare to Work Leadership group (with leadership support from ARCO, Los Angeles Business Advisors, LA Chamber of Commerce, the James Irvine Foundation and Community Partners). Led by former executives David Rattray & Nancy Hoisman, this group has cemented collaborative relationships among *all* public stakeholders through a Memorandum of Understanding (MOU) and is working aggressively to reach out to businesses throughout the region.

Status:

- **A regional How-to Business Conference will be held January 20, 1999.** WTWP is working to advise the local Welfare to Work Leadership group on conference format and outreach.

Partnership Deliverables: Memorandum of Understanding between The Partnership and the Welfare to Work Leadership, How-to Conference to recruit 400+ business partners on January 20, 1999

Contact: **Lisa Dawe** or **Tiffany Westover,** WTWP, (202) 955-3005
Nancy Hoisman, Executive Director, Welfare to Work Leadership, (213) 580-7570
Julia Gardner, Legislative Manager, LA Area Chamber of Commerce, (213) 580-7520

NEW ORLEANS

Overview: In March, The Partnership started working with the Orleans Business Roundtable Committee, a group of local employers committed to helping former recipients find jobs, to plan and execute a local welfare to work forum. On April 27th, the Business Roundtable Committee (The Committee) hosted 250 local businesses, service providers and government officials in a half-day Employer Conference at Lockheed Martin. The Mayor, Secretary of Social Services and Secretary of Labor all participated. At the conference, The Committee announced a local Employee Finder for the eight Parish areas. **Currently The Partnership is working with The Committee to develop local transportation solutions between the eight Parish regions and will again play an advisory role in a statewide conference in 1999.**

Status:

- The Partnership is working with the Employers Task Force to develop a strategy to release the service provider guide. It will be complete later this month.
- On October 20th the Governor, select Chamber leaders, the Secretary of Labor and welfare to work leaders met to discuss ways to engage businesses around welfare to work. The conference was a great success. As follow up, these key players will meet with a broader group of Chamber representatives from

across the state on December 2nd.

Next Steps: **The Partnership is helping to plan a statewide conference to take place in early 1999.**

Partnership Deliverables: Service Provider Directory, How-to Conference, Governor Foster joined the Advisory Council, advisory role to the Assistant Secretary of Labor

Contact: **Diana Warner**, WTWP, (202) 955-3005

ST. LOUIS

Overview: **Currently, The Partnership is working with UPS, Whelan Security, United Way and the RCGA to organize a second job fair for November 5th.**

The first CityLink event was held on August 12, 1997, with President Clinton at the Mid.Tec manufacturing training facility. Since then The Partnership has been working with Monsanto, the Regional Commerce & Growth Association, Enterprise Foundation, East-West Gateway Coordinating Council and the St. Louis Community Partnership to improve coordination among and facilitate communication between these key community stakeholders. Follow-up activities have included a Job Fair in October 1997, a How-to Conference in December 1997 and training for service providers in August 1998.

Status:

- **Job Fair for (and by) employers to be held on November 5th. For more information contact: Jeff Sauter at UPS: 314-344-3763.**
- The Enterprise Foundation convenes a service provider group who has agreed to a self-assessment of each other's work. Businesses can receive a guide to these service providers.
- East-West Gateway Coordinating Council has begun work on an Employer Council, one of whose issues will be welfare to work.
- St. Louis Community Partnership has hired a staff member dedicated to welfare to work.

Partnership Deliverables: CityLink event on August 12, 1997, with President Clinton, Service Provider Directory, coordinating mechanism for community players, Job Fair with leading service providers on November 5th

Contact: **Lisa Dawe** or **Tiffany Westover,** WTWP, (202) 955-3005

SAN ANTONIO

Overview: In June, The Partnership participated in a welfare to work town hall meeting moderated by Vice President Al Gore in San Antonio. Since that meeting, The Partnership, in collaboration with The Enterprise Foundation, has formed a vital relationship with the Alamo Workforce Development Board (AWDB)—the city's key provider of welfare to work services—and the San Antonio Human Resource Management Association. These groups are sponsoring a working group of San Antonio business professionals who will shape an outreach strategy to area businesses. The San Antonio Welfare to Work Employer Roundtable will hold its second meeting on November 10. **In spring of 1999, The Partnership will play an advisory role in a How-to Conference sponsored by the AWDB.**

Status:

- The Partnership and the Enterprise Foundation joined forces with the Alamo Workforce Development Board and the San Antonio Human Resource Management Association (SAHRMA) to host an Employer Roundtable on October 29th. Area employers discussed their experiences hiring welfare recipients and made a commitment to help guide The Partnership's business outreach strategy. A working group was formed with the charge of creating work-readiness standards that providers can use as a guideline in preparing welfare recipients for the workforce. The group will reconvene on November 10 to discuss the creation of a service provider directory and the possibility of a welfare to work conference later in the year. The Roundtable will also review the proposed work-readiness guidelines drafted by the Work-Readiness Standards Committee.
- The Partnership has also formed a relationship with Citicorp and is excited to help them link with a comprehensive call center training program being developed by Northwest Vista Community College. Call centers represent a major source of jobs in San Antonio and face serious entry-level workforce needs.

Next Steps:

- Second Employer Roundtable meeting to be held on November 10.
- Coordinate meeting of area call center representatives and with representatives of community college training program.

Partnership Deliverables: Citicorp and HUD Service Provider Directory, 1999 How-to Conference to recruit 300+ businesses

Contact: **Marco Argentieri** or **Tiffany Westover**, WTWP, (202) 955-3005

SAN FRANCISCO

Overview: **Currently, The Partnership is working with local stakeholders to design a Bay Area-wide How-to Conference for 800 to 1,000 businesses in early February 1999.**

The Partnership has been working very closely with San Francisco Works, a collaborative effort of the Committee on Jobs sponsored by the San Francisco Chamber of Commerce and the United Way, and Job Network, a collaborative effort of Small Business Network, Juma Ventures and Jewish Vocational Services since October 1997.

Status:

- SF Works and Job Network (small business program) continue their training, internship and placement work.
- Groundwork laid for wider business outreach effort in Alameda, Contra Costa, San Mateo and Santa Clara Counties.

Next Steps:

- Create implementation plan and timeline for Bay Area-wide conference. Identify additional community stakeholders and business leaders throughout Bay Area.
- Explore possibility of creating a Bay Area-wide service provider guide in partnership with United Way.

Partnership Deliverables: How-to Conference to recruit 800+ Business Partners.

Contact: **Lisa Dawe** or **Tiffany Westover** WTWP, (202) 955-3005

SEATTLE

Overview: In late 1997, The Partnership began collaborating with Washington Works, a local welfare to work service provider and the local Puget Sound planning committee to develop a strategy to engage the Seattle business community in welfare to work. In the beginning of 1998, The Boeing Company agreed to host a CEO breakfast for Puget Sound business leaders and a half-day conference for middle management and human resource managers. The planning group of local corporations, small businesses, government agencies, labor representatives and community-based organizations and The Partnership convened a conference of 400 businesses at The Boeing Company Auditorium on June 12th. Prior to the conference, 150 business leaders, Governor Locke, Seattle Mayor Schell and King County Executive Ron Sims gathered at the Museum of Flight to learn about welfare to work. Currently The Partnership is working with Washington Works to set up a distribution system for the Service Provider Directory, funded by HUD, which will be completed in late November.

Status: A Welfare to Work Leadership Breakfast and Welfare to Work Forum were held on June 12th, sponsored by Boeing and Washington Works. Both events were highly successful and filled to capacity.

Next Steps:

- SBA will host three Welfare to Work Employers' Forum Roundtable Sessions in 1999 with proceeds going to Washington Works. The sessions will be as follows: January 28th, Employer Retention; February 18th, Employee Access to Child Care Options; and March 18th, Employee Access to Transportation Options. The cost is $15 per session and will be from 7:30 to 9:00am.
- Service Provider Guide to be released in December. Follow up underway to June 12th events. To engage in follow-up events or receive the Puget Sound Blueprint for Business, please call Karen Furia at (888) 296-7011, or visit the Web site: www.wa.gov/esd/eforum

Partnership Deliverables: How-to Conference, Service Provider Directory, Web site

Contact: **Sarah McGinley** or **Tiffany Westover**, WTWP, (202) 955-3005 inwhouse

NOW LEGAL DEFENSE AND EDUCATION FUND 99 HUDSON STREET, NEW YORK, NY 10013-2815 (212) 925-6635 FAX (212) 226-1066

FACSIMILE COVER SHEET

Please deliver the following pages to:

Name Tom Freedman Date 11/2/98

Firm/Organization White House Domestic Policy Office Time 3:30 pm

Fax Number 202-456-7431

From Martha Davis, Legal Director Faxed By Amy

Number of pages, including this cover 5

Message

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NOW LEGAL DEFENSE AND EDUCATION FUND 99 HUDSON STREET, NEW YORK, NY 10013-2871 (212) 925-6635 FAX (212) 226-1066

MEMORANDUM

To: Tom Freedman, White House Domestic Policy Office

From: Martha Davis, Legal Director MD

Re: Anderson v. Roe

Date: November 2, 1998

Pat Reuss of NOW LDEF's D.C. office suggested that I fax you the attached letter to President Clinton concerning Anderson v. Roe. Because California's brief (and the United States' brief, if it supports the state) is due on November 9, we are trying to move quickly on this.

Please contact me if you would like further details. My number is (212) 925-6635, ext. 4326.

NOW LEGAL DEFENSE
AND EDUCATION FUND

99 HUDSON STREET
NEW YORK, NY 10013-2871
(212) 925-6635
FAX (212) 226-1066

November 2, 1998

President William J. Clinton
1600 Pennsylvania Avenue
Washington, DC 20500

Dear President Clinton:

NOW LDEF would like to bring to your attention an important opportunity for your Administration to play a strategic role in supporting poor women and their families.

NOW LDEF is co-counsel to the plaintiffs in Anderson v. Roe, 98-97, currently pending before the U.S. Supreme Court. (The other counsel are the American Civil Liberties Union of Southern California and the Western Center on Law and Poverty.) The case is a constitutional challenge to California's residency requirements for welfare recipients, where new residents are paid at the level of the state from which they recently arrived. This covers their first year of California residency and only applies if their prior state's assistance levels were lower than California's.

The District Court and the Ninth Circuit Court of Appeals ruled in the plaintiffs' favor, holding that these residency requirements violate the constitutional right to travel and analogizing the case to Shapiro v. Thompson, 394 U.S. 618 (1969), which struck down similar residency requirements enacted by the District of Columbia, Pennsylvania and Connecticut more than thirty years ago.

California's residency scheme is devastating for low income women. Because they comprise the great majority of welfare recipients, women and their families are the most likely to be harmed by this state law. The burden can be substantial if, for example, a woman seeks to relocate from Mississippi to California to rejoin or follow a family member; Mississippi's benefit structure is substantially lower than California's, where the monthly Mississippi benefit ($144 for a family of four) falls far short of what is needed in California to cover even a fraction of housing costs.

Further, this law falls particularly hard on battered women and their children who must flee across state lines to avoid further abuse or stalking. Without an economic safety net in their new state of residency, such women may be forced to return to their batterers or forced into homelessness.

Because Anderson v. Roe challenges the constitutionality of a state law, the federal government has not been involved in this case, nor was it involved in Shapiro. However, we understand that the Solicitor General's office is now considering whether the United States should appear as amicus before the Supreme Court. As I understand it, the basis for this participation would be a provision in the welfare law which specifically permits states to adopt residency requirements of the type adopted by California. According to one attorney in the Solicitor General's office, the federal statute is "in the background" of the case. Some have asserted that the Government's role would be to defend this federal provision.

Because the federal statute is not at issue, however, and this is purely a challenge to a state statute, we believe that the Solicitor General's participation to defend either the state or federal statute is both unnecessary and unwise.

First, as indicated above, the United States has traditionally not participated in cases challenging state residency requirements. Indeed, the Government declined to participate in Roe when invited by the District Court. And when a similar case, Green v. Anderson, 513 U.S. 557 (1995), was considered by the U.S. Supreme Court, the Government neither participated nor was invited to participate by the Court. Likewise, in Shapiro, the Government did not participate even to defend the District of Columbia law, which was instead defended by the District's Corporation Counsel. And the Solicitor General's office declined to participate in Shapiro even though a federal law, not challenged in the case, specifically authorized the state residency laws at issue.

Second, in the one case in which the Government took a position on this issue, V.C. v. Whitburn, Civ. No. 94-C-1028 (E.D. Wisc.), it argued that the residency requirement at issue was an unconstitutional violation of plaintiffs' right to travel, and their right to be treated similarly to longer-term residents. To now defend such a policy would be a complete repudiation of the principles that your Administration properly asserted in that case.

Third, any effort by the Government to defend the federal law will put it directly at odds with the interests of millions of poor women and their children, who are harmed daily by these state laws that result in unconscionably low benefits relative to other state residents. Women's rights groups such as NOW Legal Defense and Education Fund, who represent the interests of women at all economic levels, are extremely concerned about the impact of such residency requirements on women and their families.

Under the circumstances, we urge you to ensure that the Government here continues to follow its historic practice of declining to participate in Supreme Court cases where state residency laws are at issue.

Very truly yours,

Martha F. Davis

Martha F. Davis
Legal Director

The Welfare to Work
PARTNERSHIP

Welfare to Work

December 23, 1998

Tom,
Happy Holidays.
CR

Mr. Tom Freedman
The White House
1600 Pennsylvania Avenue
Washington, DC 20502

Dear Tom:

Because of your interest in welfare reform and your support of our efforts, I thought you would enjoy reading the enclosed article from a recent edition of *The New York Times*. In the one and a half years since our launch, The Welfare to Work Partnership has gone from an idea to over 8,000 companies from all regions, sectors and sizes joined in a common mission to move welfare recipients to jobs in the private sector.

Our work changes lives. As we reach the holiday season, I can't help thinking about Rhonda Costa. Now a respected employee at a prominent New York brokerage firm, Rhonda was on the welfare rolls only 19 months ago. I just know that Christmas 1998 will be different for Rhonda than Christmases past, as it will be for literally hundreds of thousands of other "new workers."

Perhaps the most cost effective way we use to reach potential employers for people just like Rhonda is thorough partnerships with dozens of trade associations. These groups have enlisted hundreds of their member businesses in the hiring effort thorough mailings, conferences, websites, PSAs and local chapter involvement. The enclosed collage of articles from their newsletters will give you some idea of their diversity and will help explain why almost 80% of our Business Partners have already hired at least one former recipient. If you want to introduce other trade associations to us, just call me or Sarah McGinley, our Director of Trade and Business Affairs here at The Partnership.

While we are proud of our work, more needs to be done. Two million adults and four million children still live on the wrong side of the American dream. The quality and capacity of intermediaries to deliver work ready welfare recipients needs to be addressed with renewed vigor and skill. Transportation solutions need to be designed and executed. Work in the cities with the largest number of welfare recipients needs to be intensified – and lessons learned need to be disseminated everywhere.

This is what we will do in 1999. When we began our work, we hoped we could prove that welfare to work was a smart solution for business. For the most part, we have succeeded in this. Now that attitudes have changed, we need to focus even more attention on behavior and continue the process of ending welfare as we know it.

With your help, we will.

With best wishes,

Eli Segal

Eli J. Segal
President and CEO

Business Day

\+ NE C1

THURSDAY, NOVEMBER 26, 1998

The New York Times

Welfare to Work Partnership: Promises That Might Be Kept

By MICHAEL M. WEINSTEIN

Economic Scene

A robust economy has provided a respite — at least until the next recession — from the fangs of the 1996 Welfare Reform Act, which threatens to withdraw aid from millions of poor families. But now a longer-term, if still partial, answer is slowly emerging.

Prodded by the Welfare to Work Partnership, a nonprofit organization run by Eli Segal, a former adviser to President Clinton, companies are connecting with community groups to recruit, train and hire welfare recipients for entry-level jobs.

"The motive," Mr. Segal said, "is the most reliable of all — profit. Companies are finding that properly trained welfare enrollees stay at their job longer than other recruits, cutting the firms' recruitment and training costs."

Beginning in early 1997, the partnership initially signed up about 3,200 companies to hire an estimated 135,000 welfare enrollees for entry-level jobs. About three-fourths of the hires are for full-time work with health benefits. The program has now expanded to about 7,500 companies.

The partnership's key strategy is to link companies to nonprofit community groups, like Goodwill Industries and churches, that specialize in recruiting, training and counseling welfare recipients. The idea is to provide enrollees the English, math and so-called soft skills — manners and attitude — that qualify welfare recipients for an employer's own training program. The groups also provide counseling and mentor aid once the welfare recipient starts the new job.

The initial jobs were in all the expected unskilled fields: fast-food restaurants, clerical positions, retail sales. The obvious question was whether the partnership's strategy could be expanded to handle any number close to the two million or so women on welfare who will soon need jobs.

The new wrinkle is that the partnership has pierced good-paying white-collar jobs in industries that are expanding. Next week the partnership plans to announce in New York City new commitments by banks and other financial institutions. Therein lie the seeds of replication.

Take Chase Manhattan. The bank has set

Continued on Page 5

Economic Scene

Partnership's Promises That Might Be Kept

Continued From First Business Page

up three tracks for hiring welfare enrollees into jobs that pay as much as $24,000 a year. The first uses the Wildcat Service Corporation, a non-profit group specializing in training low-skilled workers, to train enrollees to become bank tellers at Chase's branches, using Chase terminals and computer programs. Chase then puts these new employees through its own two-week training course. The distinct feature of the program is that Wildcat trains enrollees to perform tasks specific to work at Chase.

Carol Parry, who oversees the program for Chase, said that her "managers are thrilled with their new recruits, and the welfare recipients say they are very happy to be working at Chase." Typically, she says, about half of Chase's new tellers leave within a year, forcing Chase to spend between $3,000 and $5,000 to recruit and train a replacement. But so far, only about 10 percent of the tellers it has hired through Wildcat have left.

Chase has turned to two other non-profit groups to train welfare enrollees to serve as customer service representatives who answer telephone inquiries about Chase bank products and as back-office workers who reconcile transactions on Chase's automated teller machines.

Salomon Smith Barney, the brokerage unit of **Citigroup**, has also turned to Wildcat to train welfare enrollees specifically for its entry-level jobs. So far, more than 90 percent of the enrollees that Salomon has hired through the program remain employed two years later. And **Republic National Bank**, which promises a job to each graduate of its program, trains 120 welfare recipients a year.

By expanding beyond fast food and retail sales, Mr. Segal notes, the partnership strategy opens the possibility that employers will absorb most if not all the welfare recipients who will enter the labor force in the next several years.

Some independent evidence suggests that Mr. Segal's optimism may be justified. Prof. Harry Holzer of Michigan State University surveyed employers in three Michigan metropolitan areas, finding that almost 9 percent of their jobs in the next year would be open to welfare recipients, even those without high-school diplomas or work experience. That percent reflects a number many times larger than the welfare population that will need work.

Of course, not all the evidence is encouraging. The Holzer study emphasized that the employers' willingness to hire was tied to temporarily tight labor markets and that the offices of many employers are situated well beyond the easy access of most welfare enrollees. And there remains the serious issue of matching recipients to willing employers — the very task that the partnership was set up to accomplish.

Another study found other obstacles to success as well. Prof. Sandra Danziger and colleagues at the University of Michigan surveyed women on welfare in an urban Michigan county in early 1997, then followed up with interviews about nine months later. They found that of the women who were not already working, perhaps half were potentially hirable, especially if they were to receive the type of services offered by Mr. Segal's program.

But many enrollees faced serious, multiple barriers to employment. Some of those barriers were physical; about a third of the women suffered from mental problems like depression; a third had not finished high school. And half the women lacked access to transportation.

The welfare recipients beset by more than one handicap — about half the group — did not easily find work. And the study found that only about 5 percent of the women who faced several of the barriers were employed.

It's easy to list reasons why optimistic signs that welfare-to-work programs are succeeding are just that, optimistic. The Danziger study identified and measured some of the core obstacles. And 60 years of welfare experience proves the point.

But it is equally valid to bask in the good news. The Holzer study says that employers are prepared to hire welfare recipients. The partnership results — though skimpy because they come from a program still in its infancy — say that promises can be translated into permanent jobs, a mellow note on which to start the holidays.

The Welfare to Work Partnership Benefits People (and Insurers, Too)

By Charles M. Chamness
NAMIC Vice President - Public Affairs

NAMIC

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rates for
welfare to work employees are actually higher than retention rates for more traditional entry-level employees.

For example, in 1997 UPS hired more than 8,300 former welfare recipients. Recently, UPS surveyed its workforce and found that the retention rate for welfare to work employees is more than 88 percent. The retention rate for more traditional entry-level hires was barely 60 percent.

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Welfare to Work Can Work for Travel Industry

On August 22, 1996 Congress passed and President Clinton signed a new welfare bill with the hopes of "ending welfare as we know it." At that point it was clear that in order for the new law to succeed, the business community would have to play a leading role.

After that historic bill was

have learned that welfare to work is a smart solution for business," says Segal. "This is not about charity. It is businesses fulfilling their hiring needs with dedicated and reliable employees. Company after company, all across the country are telling

hires was barely 60 percent.

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"For too long,

Vice President of Business Outreach for The Partnershi

NATIONAL RESTAURANT ASSOCIATION

TIA Travel Industry Association of America

November 30, 1998 National Restaurant Association Washington Weekly

Partnership can help operators find employees

Today, employee recruitment and retention remains a key concern for restaurateurs struggling to staff their operations in the midst of a tight

The Council of Growing Companies

April 21, 1998

Dear Council Member:

As a growing company, you understand the importance of finding energetic, work-ready employees. That's why we'd like to bring The Welfare to Work Partnership to your attention and invite you to become a business partner.

National Headquarters
8250 Greensboro Dr. Suite 250
McLean, VA 22102

The Retail Network

INTERNATIONAL MASS RETAIL A

April 1998 Volume 1–Number 1 Store Operations & H

Need Workers? *3 Ways to*

Attracting and retaining quality workers is one of the biggest challenges facing Human Resources Managers today, according to IMRA's 1998 Logistics S...

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NATIONAL ROOFING CONTRACTORS ASSOCIATION

All NRCA members will be receiving a letter of i
come a member of the Welfare to Work Partne
funded organization dedicated to finding jobs fo
assistance. There is no cost to participate, and
to sign up. The Partnership is developing plans
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ing built into the plans that these ag ...ies hav

Help Someone Get Off Welfare

Eli Segal, one of the creators Americorps and current President of t Welfare to Work Partnership, says "welf

Welfare to Work Partnership Creates Job Opportunities and Fills Employment Void

As businesses seek new recruiting strategies in a tight labor market, supermarkets are already tapping into a relatively new pool of potential resources — welfare recipients. And some former welfare recipients are changing the course of their families' lives, thanks to new beginnings and, perhaps, new careers.

While the 1996 welfare reform bill may have helped to create these opportunities, the Welfare to Work Partnership is helping supermarkets and prospective employees realize opportunities to meet each other's empl

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The Welfare to Work Partnership is helping supermarkets and prospective employees realize opportunities to meet each other's

FOOD MARKETING INSTITUTE

HR SOCIETY FOR HUMAN RESOURCE MANAGEMENT

Giant Offers a Two-Week

HR urged to help make welfare reform work

By Stephenie Overman

LOS ANGELES—Human resource professionals who partner with social service agencies, communities and other businesses in the hiring of former welfare

that is available is the welfare-to-work pool," said partnership Chairman Gerald Greenwald, who also is chairman and CEO of the UAL Corp. and United Airlines.

Before United began hiring former welfare recipients—more than 460 have

SHRM members respond to call for help

More than 100 Society for Human Resource Management members have pledged to hire a welfare recipient since information on the Welfare to Work Partnership was mailed to members in November.

The member mailing, including a letter

WELFARE REFORM

from partnership Chairman Gerald Greenwald, other information and an enrollment form, generated 110 responses, said SHRM Director of Public Affairs Kathy Compton.

"We recognize the important role human resource professionals must play if an initiative of this magnitude is to succeed," said Greenwald's letter ...

the goals of the partnership, and we are eager to work with SHRM ... to further this effort."

To become a business partner, the WTWP asks that employers have hired or pledge to hire at least one person off public assistance without displacing existing workers. There are no dues or fees to participate.

Interested employers may ...
Welfare to W...

American Hotel & Motel Association

INSIDE GOVERNMENT

WELFARE TO WORK AT A

cluded a panel discussion on President Clinton's initiative to move people from welfare rolls, and how the lodging industry could participate in the effort. Participants included Janet ...ully of Marriott; Ramesh Gokal, pres-

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August 199

AMERICAN GAMING ASSOCIATION

www.americangaming.org

AGA Summary